

SALES man- ag- ment

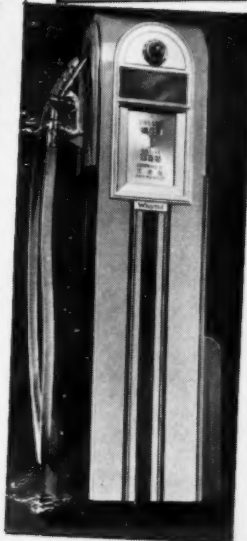
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THE MAGAZINE OF
MODERN MARKETING

MAY 1, 1935

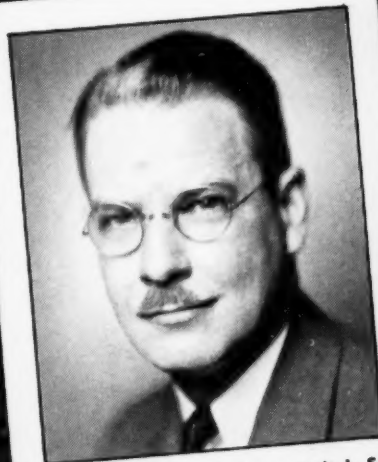
TWENTY CENTS



PARTNERS: Percival White and Pauline Arnold, each with a personally-owned research organization, were rivals until they merged. Now they are respectively president and vice-president of Market Research Corporation of America, and Mr. and Mrs. White. First of a series of research studies they are making exclusively for SM starts on page 566 of this issue.



A HIT: The Wayne pump, Van Doren & Rideout designers, rings the bell in sales. With production behind orders and oil companies clamoring for more, the Wayne Co. is sitting pretty.



ZOOMS: George L. Mentley succeeds I. S. Randall as sales manager of Institutional division of Frosted Foods. He used to be vision of Curtiss-Wright's s.m. and, with 7,000 hours' flying time, still holds a pilot's license.



QUAKER MEETING: Walter Greenlee, second from left, ad director of Schenley Distillers, explains the campaign on Old Quaker and Cream line whiskies—destined to head the company's 200 brands introduced in January. Old Quaker did not wait, Quaker fashion, for the "spirit to move it." With ads in 190 newspapers, Old Quaker, Schenley executives believe, will become America's best selling whiskey. See page 569.

Type *was saved from illegibility* when two printers were saved from starvation

IT WAS almost 500 years ago that a hesitant knock on the great gate of the Italian monastery of Subiaco summoned the drowsing porter to his grill. Through it, he could see two weary faced, flaxen-haired men and a small cart on which was tied a press, crude and clumsy as the rudest wine press.

In answer to his question, the travelers identified themselves as Conrad Schweinheim and Arnold Pannartz, German printers exiled from their country because their attempts to substitute Roman letters for Gothic characters had brought on them the wrath of German scholars. They were weary with travel, hungry, out of money and seeking a haven where they could practice their art and live in peace. Would the porter's Superior receive them?

Summoned, the Abbot gave them permission to set up their press in his cloisters... and with that act of humanity saved printing from illegibility. For in those cloisters Schweinheim and Pannartz devised such innovations as the spacing between words which makes printed pages readable and designed and cut the Roman type characters which reduced the expense of type reproduction.

It is not by coincidence that the latest development in better printing, which is Kleerfect paper, echoes the contribution of Schweinheim and Pannartz. For today, no less than in the past, greater economy and better reproduction are the vital factors in printing progress. And with Kleerfect, the Perfect Printing Paper, these two factors have made a new and important advance.

Kleerfect has added, to exceptional opacity and the strength requisite to high speed presses, freedom—for all



practical purposes—from two-sidedness of color and texture which insures printing of equal excellence on both surfaces... A color that eliminates glare, makes text more legible and insures the true maximum reproduction of one to four printed colors.

Whether you are an advertiser or a publisher, you can profit by investigating both the economy and superior work Kleerfect makes possible. A request to our Advertising Office in Chicago will bring facts and samples to you.


REG. U. S. PAT. OFF.
THE PERFECT PRINTING PAPER
MANUFACTURED UNDER U. S. PAT. NO. 1916995

KIMBERLY-CLARK CORPORATION • Established 1872 • NEENAH, WISCONSIN
CHICAGO, 8 South Michigan Avenue • NEW YORK, 122 East 42nd Street • LOS ANGELES, 510 West Sixth Street



From an illustration in *Cosmopolitan Magazine*

Why Uncle Gustavus Lost His Mustache Cup

THE GLASS OF FASHION and the mold of form was Uncle Gustavus.

One of his better accomplishments was his ability to keep the World's Fair souvenir spoon out of his eye while he maneuvered his handle bar mustache around the edge of the elegant gold trimmed mustache cup that Mama gave Papa on their wooden wedding day.

But an artist chap was his undoing.

No less an authority than Mark Sullivan devotes over two pages of his absorbing book "Our Times," to Charles Dana Gibson's influence on American living.

"Gibson's characters," says Mr. Sullivan, "always clean and fine, composed the models for a whole generation of Americans, their dress, their pose, their attitude toward life."

"Fifth Avenue," said Joseph Pennell the illustrator, "is like a procession of Gibsons." And so too was Main Street, by the grace of magazine advertising by Alfred Decker and Cohn, The National Cloak & Suit Company, et al.

So Gibson's pen sent mustaches out of fashion and put Uncle Gustavus's mustache cup on the back shelf of the china closet. It gave King C. Gillette's new fangled safety razor, for example, such a

gorgeous opportunity that its national magazine advertising completely overcame its high price.

But the influence on women was even greater. Elsie Robinson, in her recent *Cosmopolitan* series entitled "I Wanted Out," makes this penetrating comment:

"Those Gibson Girls were not merely an intriguing mode, they were the symbol of a changing world . . . a breathtaking phenomenon . . . the first generation of American women who had experienced coeducation, who had dared to think of 'going to work' or, even more outrageous, of remaining 'bachelor girls,' who had used

slang, played basket ball in bloomers, ridden on a Bicycle Built For Two. Her mannish collar, her uptilted nose, the very length of her stride were tinged with the virus of that 'New Woman' movement which was turning decent society topsy-turvy. Fashion was still lacing the Gibson Girl into corsets, covering every available inch of her flesh with flounces and bows, but her spirit was coming uncovered and no power on earth could keep her inside the old seams."

Much of Gibson's most influential work appeared in *Cosmopolitan*, where he illustrated numerous important novels and contributed many of his famous character drawings. The combination of Great Fiction and Great Illustration was as irresistible then as it is today.

Today's Great Fiction molds fashions and forms buying habits. The magazine that prints *more* Great Fiction per issue than any other is certainly the magazine where the emotional stimulus of Great Fiction reaches its peak and where advertising projected against its background is most effective.

That magazine, by critical appraisal, is *Cosmopolitan*.

Do you use *Cosmopolitan* to the limit?

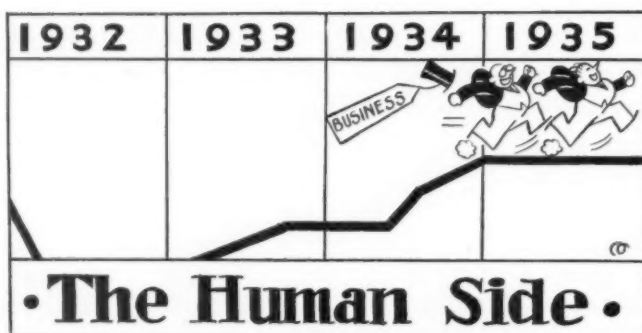
"THE MOST INFLUENTIAL BOOKS, AND THE TRUEST IN THEIR INFLUENCE, ARE WORKS OF FICTION," SAID ROBT LOUIS STEVENSON. "THEY RE-ARRANGE, THEY REPEAT, THEY CLARIFY THE LESSONS OF LIFE"

COSMOPOLITAN

Copyright, International Magazine Co., 1935

MAY 1, 1935

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Doakes McBathwater: Salesman

Considering the enormous popularity of the newspaper "colyum"—Brisbane, Winchell, O. O. McIntyre, etc.—it is strange that advertising has not adapted this type of journalism to its own ends. Don Herold, of course, has his "Little Ad-Ventures" in the *S.E.P.*, but newspaper ad-columns are few and far between.

In the state of Washington, however, are a brace of them that are attracting reader interest and patronage for their sponsors. The Marysville Transfer Company's column, "Two-by-Six" appears in the *Marysville Globe* every week. Studded with wise-cracks and the philosophy of a sage, "Doakes McBathwater," it rambles along its chuckleful way. The company gives it credit for a 30% increase in business.

"This feature comes to you every week through the courtesy of the Lamb Drug Company" reads a line atop that concern's column in the *Toppenish Review*. Titled "Twenty Years Ago," the feature recounts old home-town events, with now and again a reminder of present-day happenings. Selling copy is pared down to a minimum. With three competitors, and with the *Toppenish* nose-count at only 2,800—many of them Indians—the Lamb Drug Company reports a 5% increase in sales since the column's inauguration.

Both firms are small and their fields are limited. Their gratifying results with column advertising may lead others to employ the same idea. It's an ingenious way of sugar-coating the selling pellet.

Model's Triumph

Quite the most interesting messenger that has come to SM's offices in recent months was Miss Janice Jarrett. She brought the photograph of herself that appears with this story.

We felt that the standards of American Young Womanhood must have improved a lot when we learned from Risa Heyman, exhibition secretary of the Art Directors' Club of New York, that Miss Jarrett had been chosen the "most typical" advertising model of the last year, in connection with the club's fourteenth annual exhibition now hanging at R. H. Macy & Company. Since advertising models are simply you or I (sitting in a better looking motor car than ours, or smoking a cigarette more gracefully) Miss Jarrett typifies the American Girl.

She lives, if you wish to know, at 160 East 48th Street; was born, 21 years ago, in San Antonio, of French, English and Dutch ancestry. Her hair is blonde, complexion light olive, eyes green. In the exhibition she appears in a Spud cigarette ad, but she would prefer that little be said of this because she now has a contract with Lucky Strike. Among other products which she has enhanced in the last year were Lux, Kolynos toothpaste, De Soto cars, Heinz vinegar, Ivory soap and Remington typewriters.

Less definite about her years, but quite as



"Most typical" model

definite a personality is Miss Bunny Hartley, chosen as the most popular model posing for advertising art. In the show she appears as the "one date girl" in a Lux ad. She has appeared in the last year, perhaps more to her advantage, for BVD swim suits, and has also had the difficult task of helping to popularize both Camels and Old Golds. Her complexion is Edinburgh-ish still—though she was born in Richmond and her ancestors have been over here since Colonial days. She lives at 4848 48th Street, Woodside, Long Island.

About Miss Betty Wyman little can be said, directly. She was selected as the most beautiful model. Of the three winners she is probably the most temperamental. The day we made our investigation the three were supposed to pose for color photographs for the New York *Sunday Mirror*. But Miss Wyman, said the people at the Hotel Gotham, where she lives, had gone away for "ten days or a few weeks." In fact, the hotel people referred to her as Mrs. Wyman. She is supposed to be an ash blonde, with gray eyes, and has worked, among other products, for Jaeckel furs and Lucky Strike cigarettes.

Our favorite feminine model is Beryl Magee. Beryl is five. She was voted the most beautiful child. Very blonde and blue-eyed, you may have seen her curled up in the Fisher Body ads and on the cover of *Parents'* magazine for April. Beryl is intensely interested in her work. She did not appear to value the Art Directors' certificate of beauty very highly. Clicquot Club, Eastman Kodak, Fels-Naphtha, Hudson Motors, General Motors, Castoria and the New York *Times* are among the organizations which, in the last year, have found Beryl's smile to be a sales asset.

Threescore-and-ten for Mustard

For 71 years Charles Gulden, Inc., has been making condiments on Elizabeth Street. There was a predecessor company which Jacob Gulden founded after he came over from Germany nearly a hundred years ago. Where it was, we don't know. When his son Charles came back from the Civil War in '64, he took active charge of the business and named it after himself.

The business did well enough, but about 1913, Frank Gulden, son of Charles, decided that it would be better to relegate the horseradish, the pickles and the chow, and concentrate on the mustard. He was embarking on advertising then. And he thought that 57 varieties would only confuse the issue.

Today the firm is known as "Charles Gulden, Inc., mustard." It spends about \$200,000 a year to advertise mustard. It sells three or four times as much mustard today as it did of all the variety of condiments in 1913. And in spite of competition from full-line houses and from private brand houses and lower-priced houses, it still sells more mustard than anybody else.

Go up three flights of stairs (impregnated with the odor of mustard) and you come to a large office where sit another Frank and another Charles Gulden. Frank, president, is 28. Charles, Jr. (Sr. is still very much alive, but busy with other things), is vice-president in charge of sales, and 24. The brothers have been running the business for a year and a half.

There are changes afoot (though both of them denied vehemently that they were going to turn the old business upside down). They are continuing their advertising, but they are going in more for merchandising.

The Guldens have long been working primarily on the theory that if they could get consumers to ask for their products (good products, well and consistently promoted) the dealers would push them. The depression, however, hurt the mustard business. It also brought in a lot of lower-priced competition. And the Guldens realized that in addition to product and advertising, they would have to start helping the dealers sell.

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**ARE YOU ENTERED IN
CHICAGO'S GREATEST**

Beauty Contest?



DAILY in Chicago, one of America's greatest beauty contests is being staged . . . a contest in which literally thousands of cosmetics are in competition with one another. Or, so it seems to their sponsors. Such is not the exact case, however. Take the Mortons, Mary and daughter Betty, for example. They're very able judges of these aspirants for beauty honors—but so far as their decision is concerned, most of the contestants are eliminated on sight. Why? Simply because the Mortons don't know anything about these cosmetics.

The moral is: Cosmetics, perhaps more than any other kind of merchandise, need acceptance and a very special kind of faith in their efficacy. In a word, they need ADVERTISING. Which brings us to another point: To whom should they be advertised? Common sense says—to young, alert AMER-

ICAN women—mothers and daughters, like Mary and Betty Morton, who take pride in their appearance, who spend time and intelligence in harmonizing their clothes and their cosmetics. It is in this kind of circulation that the American specializes, by its general editorial content, by its three brilliant pages devoted especially to women's interests and by an intelligent, un-prissy approach to all modern problems.

There can be no question about the American's control of Chicago's young, most active market. This market has been built up for years. Today it is the most responsive audience in Chicago. Proof? Here it is: For 1934 the American gained 1,289,354 lines of advertising as against a LOSS of 132,207 lines for the second evening paper. Q. E. D.

CHICAGO AMERICAN

. . . more Buying Power to you

NATIONAL REPRESENTATIVES: Hearst International Advertising Service

Rodney E. Boone, General Manager

SALES management

Vol. XXXVI. No. 10

May 1, 1935

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Their distribution area extends from New York to Chicago and from Maine to Washington. It also includes the Pacific Coast. The brothers have not tried to extend it. But they have tried to do a better job where they were already selling. As Charles explained, they wanted to "make sure" of their distribution.

So in the last year or more they have been adding to their sales force. Last year there were ten men. This year there are 16. The men are working (straight salary plus car allowance) in Philadelphia, Boston, New York, Chicago, Baltimore, Washington and Scranton areas. There are brokers in other territories.

Before Gulden contacted only the wholesalers and the chains. Now the men are getting in to help the retailers sell. It is educational work, missionary work, and more. They go into the stores and see that Gulden recipe booklets are on the counter where customers can see them. Often they spend some time there actually selling Gulden's products to consumers. They have a quality story to tell (Gulden's mustard is about twice as costly, volume for volume, as some other brands). And they want the dealer to tell it right.

During the depression Gulden sales fell about 25 per cent. In the last year or so they have increased their merchandising work about 35 per cent. The results are not very tangible yet; but last year their sales rose from 10 to 15 per cent.

The Guldens could not tell us precisely why their business has survived and generally expanded for 71 years, but we gathered that *adaptability* has had something to do with it.

Copyright on Loveliness

Frankly, Carl Schmauss, assistant sales manager of the Knox Hat Company, has become a bit amazed, these last few weeks, at the vanity of men. In the men's hat department of Mabley & Carew's department store in Cincinnati, 4,200 of them stood in line as long as two hours each, for a chance to prove that their head contours were more like those of the Apollo Belvedere than any other man in Southern Ohio or Northern Kentucky.

But perhaps it was merely the first prize of two \$10 Knox hats a year for life and one \$10 Knox hat a year for the life of his wife or best girl, he was seeking.

Whatever the reason, sales of higher-priced men's hats were 52% higher than usual in Mabley & Carew's that week. Other departments in the store were helped by the increased traffic. And Knox has decided to present and promote similar contests with dealers in about 100 cities of the country.

"The plan is being worked out so that, in cities where we have several dealers, the contest will run simultaneously in each store there," Mr. Schmauss explains. "Separate contouring equipment, displays and other material will be supplied to each. Winners will be chosen from contestants in all stores. The basic advertising will be done by the Knox Company and dealers may tie-in with it as they wish. Our problem at the moment is to run the contest in each city at a time which would be otherwise an off-season in hat sales."

Meanwhile, Mr. Schmauss says, Knox has applied for "Apollo" as a trade-mark for men's hats. It has also applied for "Venus de Milo" as a trade-mark for women's hats. The women might be interested in the perfection of *their* head contours, too! Mother and father may soon be going down together to have the Knox dealers ascertain their cranial attributes and shortcomings.

Not only that, but Knox may ask manufacturers of other men's apparel to join with them in seeking the ideal man all over. How do your shoulders, for example, compare with those of the Apollo? You might like to know. A shirtmaker and his dealers might like to profit by telling you.

The hats-for-life winner in Cincinnati, incidentally, was J. Stanley Durell, 2609 Burnet Avenue, there. The Knox people and their advertising agency, J. Stirling Getchell, Inc., don't know much about him yet, but they don't believe he will be quite so sensitive about the Apollo role as was William L. Kilpatrick, who won the first contest, in New York.

There may be a picture forthcoming of Mr. Durell, so that all men—and women—may know what manner of man a modern Apollo may be.

Significant Trends

As seen by the Editors of Sales Management for the period ending May 1, 1935:

Bigger Sales— Less Federal Help

ment, production, sales and earnings—but one of the best items hasn't been published. *The trend of total government emergency spending has been downward during the past six weeks.*

● ● ● The index of "effective purchasing power" created by government spendings has recently been at the lowest level for any time since 1933. If better sales were the results of increased "priming," the current business figures wouldn't look so good, for common sense tells us that the time would have to come when the emergency spending would decrease.

● ● ● The passage of the Works Relief Bill leads many people to believe that emergency spending will be increased in the immediate future, but it is doubtful whether the bill will have any important effect during the next few months.

● ● ● A 15-year study of the relationship between the value of new passenger car sales and the national income produced, made by Ray B. Prescott of the SALES MANAGEMENT staff, indicates a two-to-one relationship between the two figures: If automobile sales increase 50% during a period, it is probable that national income during the same period will increase 25%. Since the first of the year automobile sales have jumped even more than this, but it is quite possible that the rate of increase will diminish later in the year.

● ● ● The very considerable advance in security prices and the tremendous amount of refinancing seems to be based on a flow of additional capital on the basis of current earning power, rather than continued fears of inflation and a shrinking dollar. Capital is showing its preference for dividends on preferred and common stocks over very low interest rates—rates such as $\frac{1}{4}$ of 1% for call loans and 90-day loans on Stock Exchange collateral.

● ● ● First quarter earnings reports are very encouraging. Approximately two-thirds of the earnings reports thus far published show substantial gains over last year, with the result that the stock market is at the top-most area that it has reached at any time during the Roosevelt Administration.

● ● ● Of course some news dispatches are very confusing. Manufacturing employment figures compiled by the United States Labor Bureau for March show an increase over last year. On the same day that these figures were released, the National Industrial Conference Board put out two bulletins. One was their estimate for unemployment for March showing an increase of 3.9% over last year. It was accompanied by another bulletin calling attention to "further improvement in business conditions in March and the first half of April." The inaccuracy of existing records

Everyone who reads the daily papers sees plenty of encouraging news—increases in employment

is shown by the anomaly of having both employment and unemployment increase concurrently.

● ● ● Walter Lippmann said last week in his column that "a good way to be misled by statistics is to compare two sets of facts that appear to be of the same order but have a different base. This can be illustrated by attempts to compare industrial recovery in Britain with industrial recovery in the United States. Thus, in December of 1934, British production was 110% of what it was in 1928, whereas ours was only about 80% of 1928. It would be easy to say that the British are through with the depression, and that we are bogged down in it. Many have said so. But it happens that 1928 was a year of depression in Britain, while it was a year of prosperity in the United States. What really happened was that Britain had no great boom and no comparably great depression; that we fell from a greater height to a greater depth, and have climbed to greater height out of our own greater depth, than Britain has climbed out of her lesser depth."

● ● ● As long as the United States continues to buy silver abroad, it reduces the drain of gold from the rest of the world. In effect we are accepting silver to offset the international balance of payments in our favor, instead of the gold which would otherwise be needed. Moreover, by selling gold directly to countries, as has recently been done in Mexico, this country is utilizing her huge reserve to aid in the drive to build foreign markets. At home the immediate inflationary effects are small, but the basis for credit expansion is being further enlarged.

Agricultural implement sales in most farm territories are running at least 50% ahead of last Spring, with the implement factories behind in their orders—a condition that hasn't existed for many years. . . . Minneapolis-Moline Power Implement Company says that 92% of all sales made by the Omaha, Nebraska, branch this Spring have been for cash. The branch manager of Massey-Harris estimated 70% cash sales for his firm . . . Rain has been normal or above normal and a comparatively tiny area will be permanently damaged by the dust and drought.



H. Armstrong Roberts

● ● ● Farm surpluses, piled up in previous years, have been cut down or eliminated, and the moderately greater 1935 crops which are expected should be absorbed without breaking the price structure, with the result that the total farm income is likely to be maintained at a level sufficient to sustain a greatly increased buying power in rural sections.

● ● ● When prices of any particular group of commodities become maladjusted to prices generally, those en-

gaged in producing such commodities change their capacity to purchase other products, thus lowering the total business until readjustment occurs. This was the big trouble in rural sections for several years. Now, according to estimates made by the Brookmire Economic Service, the maladjustment between agricultural and non-agricultural prices has been practically eliminated and both are approximately at 80% of the 1926 level. The Iowa State Agricultural College estimates that farm prices in Iowa have climbed another notch toward parity with pre-war buying power, and now have reached 98% of that goal.

Detroit Gamblers

The country really owes a debt of gratitude to the heads of Detroit automobile companies. They had the courage to "shoot the works" and they are being rewarded by a stupendous increase in sales. For 18 consecutive weeks the automobile industry has shown a gain in production. Factory sales for the first quarter of the year were nearly double those of the first quarter of 1934.

● ● ● To cite one company at random: For the first three and one-half months of the year retail deliveries of Pontiac cars in the Detroit zone, which embraces the State of Michigan and parts of Ohio and Indiana, surpassed the 4,532 mark which represents total deliveries in the zone during the entire year of 1934. Retail sales of new automobiles in Wayne County, Detroit, were the highest for any month since June, 1929.

● ● ● Makers of low-priced light-duty trucks have maintained such a high rate of activity so far this year that a new high record for the full year, exceeding even 1929, now appears to be likely. Ford's gain over the comparable 1929 peak period for the year to date is 3.1%; Chevrolet's, 30.4%; Dodge's, 90%, and International's 62.2%.

● ● ● American Telephone & Telegraph Company for the first two weeks of April reports a net gain of 22,000 telephones, with improvement apparent in practically every section of the country—in bold contrast to the cancellations of a year ago. . . . Manufacturers of machine tools are experiencing a sharp pick-up. . . . Steel works operations rose another point to 46% last week—a year ago operations were declining. . . . Bank clearings increased 3.5% for the U. S. A., excluding New York City. . . . March awards for residential building construction almost doubled the volume reported in February, and the first quarter gain was 23% over 1934. . . . Gains in freight car loadings for the April 20 week were three times greater than the seasonal normal.

● ● ● Bad weather retarded retail sales volume in most sections of the country during April—but proof that it was bad weather and not lack of money was shown by the extraordinary sales gains registered by mail-order houses during the month.

● ● ● Consumer durable goods—especially automobiles and refrigerators—are making the best gains, and Frank H. Bell, of the *Pacific Rural Press*, points out that increased purchasing of these items by farmers is attributable, among other things, to the relief which they have secured from heavy mortgage and interest charges. Government funds have been available in such large quantities that practically all farmers who were threatened with foreclosures have been able to refinance on a long-term basis at reduced rates of interest and materially written-down principals.

● ● ● And the farmer, with higher prices, government subsidies and a far more cheerful attitude, has turned around and bought the things he has wanted for years.

Blazing Sky Trails

The Pan-American Clipper ship made a successful return voyage from the first leg of the proposed route to the Orient, and it is reasonable to suppose that our export business in that section will show the same marked

increase which resulted through the establishment of the air route to South America.

● ● ● The New York Central and Pennsylvania railroads are meeting the air competition by cutting the running time of their crack New York-Chicago trains to 17 hours and also reducing the extra fares. . . . The air lines are trying to overcome their particular drawback—the time it takes to get from airports to cities. TWA, Inc., proposes to have an airport on the Hudson River, off Thirty-first Street, New York, with three tri-motored planes equipped with pontoons to move passengers between the city and its airport in five or ten minutes instead of an hour.

● ● ● Three of the Southwest railroads—Missouri Pacific, Frisco and Katy—are so encouraged with the prospects of increased passenger and freight revenue, that they are spending \$5,205,896 for repair and reconstruction projects.

● ● ● Cigarette producers turned out more than 10,000,000 cigarettes in March—a total greater than any other March in the history of the industry.

● ● ● Colonel Leonard P. Ayres, of the Cleveland Trust Company, says that "All labor-saving machinery substitutes mechanical power for human exertion, and so the census reports of factory horsepower at 10-year intervals have been used to reflect the increases in applied technology in our industry. The earliest figures we have are those for 1870, and they are taken as equal to 100. On that basis the installed horsepower had increased from 100 in 1870 to 319 in 1930. Population above the age of 15 classified by the census as being gainfully occupied had increased from 100 to 409. Working population has increased more rapidly than the general population despite the great advances in applied technology. They would reveal no tendency for technological advances to result in the long run in decreasing the opportunities for employment."

● ● ● The electric refrigerator industry sold 121,636 household models in February as against 82,439 in February last year and 97,421 this January. The national increase of 47.6% over last February was exceeded in five of the geographical units. The Pacific Coast states led with an increase of 121.9%, followed by East North Central, 86.7%; New England, 73.2%; West South Central, 65.7%, and Mountain states, 55.1%. All sections gained but the following were of less than average percentage: Middle Atlantic, 13.0%; South Atlantic, 15.3%; West North Central, 19.0%, and East South Central, 39.9%.

● ● ● The General Motors Acceptance Corporation finds this year that more than half of the buyers of new cars are paying cash—51%—or at least the cash difference between allowance on their old cars and the price of new ones. Cars that are two years old represent the largest number any one year traded in. Their survey shows that 43.7% of all the trade-ins were cars over three years old, which is an indication that the millions of old cars on the road are going to furnish a great part of the huge demand for new cars.



Solka Show: (Left) Shoes and ships, if not cabbages and kings, are made from Solka, the material of endless uses. In this showcase, part of a big display in Stern Brothers, New York department store, are a few of the Solka products turned out by 36 varied industries. Such diverse items as radios, baby diapers, cooking parchments, luggage, facial tissues, draperies and upholstery, clocks, buttons—space is lacking to list all the Solka products. Purified cellulose is the base from which all Solka merchandise is evolved. The process is controlled by the Brown Company, Portland, Maine.

A Camera View of the World of Sales



Graham Henchmen: F. R. Valpey, above, right, moves up to vice-president and general sales manager of Graham-Paige Motors. A. I. Philp, at left, formerly v-p in charge of sales, becomes assistant to the president, J. B. Graham. The company is introducing a six priced at \$595.



Ring Toss: (Above) Druggists put cans of white Drybak adhesive tape over the dowels of this counter merchandiser. Taking little space, easy to stock and refill, it may be used to display all Johnson & Johnson adhesives. Currently that firm gives it away to dealers.



Canary Kettle: (Above) When the water boils, the Speedmaster electric tea kettle whistles softly. West Bend Aluminum Company, West Bend, Wisconsin, maker, says its heating unit inside the kettle causes it to work fast, two pints of water boil in less than six minutes.



Silver Man: (Left) Evarts C. Stevens, new president of International Silver Company, Meriden, Connecticut, was born with a silver spoon in his mouth. His father and grandfather were both silver-smiths, and Evarts was trained by the latter as soon as his school days were over. Starting in 1906 with International, the third generation Stevens rose rapidly. In 1929 he was elected vice-president, which post he held until his recent election to the place left vacant by the death of Clifford R. Gardiner. As head of International, and its many subsidiaries, Mr. Stevens may be aptly called the "Silver King," for International is the largest manufacturer of tableware in the country.

SM to GSM: (Right) C. A. Triphagen, for the past year sales manager of Reo Motor Car Company, advances to the job of general sales manager. He will have complete charge of the sales operations of the Lansing company. Reo's shipments for the year are almost 50% ahead of the corresponding period last year. So Mr. Triphagen is happy as well as busy.



In this survey, made for Sales Management by the Market Research Corporation of America, radio listeners and agency experts tell what they like and dislike about the "commercials" of current programs.

Listeners Analyze and Rate Selling Parts of Radio Programs

The Market Research Corporation of America, under the direction of Percival White and Pauline Arnold, planned this survey, conducted the field work, and tabulated the returns. The interpretive comments are by Philip Salisbury, executive editor of Sales Management. In the issue of May 15, Sales Management will present the second of this series of unique research studies conducted for S.M. by the Market Research Corporation of America. The subject will be "Lost Sales."

A THOUSAND typical radio listeners were interviewed late in March and early in April by Market Research Corporation of America representatives and were asked five questions dealing with commercial announcements. High-spots of the returns show that:

(1) the public thinks that the selling parts of radio programs are twice as long as actual time measurements show them to be;

(2) only four out of every ten listeners believe that the advertising sections of sponsored programs are educational;

(3) six out of every ten say that there is so much commercial advertising on the average radio program that it is annoying;

(4) but despite this feeling of annoyance only 25% of listeners would elect to have the radio put under government control — which probably would mean no advertising, as in England;

(5) most votes for the "most offensive" commercial advertising material on any current program (taking into consideration presentation, amount of material, manner of delivery of material) went to Lady Esther, with the

Fleischmann hour, Pepsodent, and Crazy Water Crystals programs as runners-up. The "most acceptable" is Jello's Jack Benny program, followed by Ford's programs, Texaco and Maxwell House.

Extent of Survey

Personal interviews were obtained with 982 radio owners in gathering the material for this survey. The questions were asked of people in 27 cities throughout the East, South and Middle West. The cities were as follows: New York; Chicago; Boston; Philadelphia; Baltimore; St. Louis; Columbus, Ga.; Anderson, Ind.; Port Huron, Mich.; Greenville, S. C.; Franklin, Ind.; Indianapolis, Ind.; Kansas City, Mo.; New Orleans, La.; Indianapolis, Ind.; Fort Smith, Ark.; Worcester, Mass.; Syracuse, N. Y.; Utica, N. Y.; Portland, Me.; Chambersburg, Pa.; Detroit, Mich.; Milwaukee, Wis.; Minneapolis, Minn.; Sioux City, Ia.

Approximately 60% of the interviews were made in New York, Chicago and St. Louis, while the remaining 40% were evenly distributed among the other cities.

Instructions were to secure interviews from individuals in A, B, C and D Class homes. In classifying the respondents the occupation of the head of the family was considered as well as the class of home in which they lived.

The distribution of respondents according to economic status, Group I being the highest, was as follows:

Group I.....	330
" II.....	237
" III.....	361
" IV.....	54
	982

In the tabulations that follow, the returns are not broken down by these income levels, with the exception of the reactions to a few of the most-mentioned radio programs. Space limitations made it impossible to present the detailed breakdown on all of the questions, nor did it seem necessary for a full understanding of the answers. Generally speaking, there were no marked differences by income groups in the reactions to questions on the length of programs, whether commercials are "educational" or "annoying," whether radio should be under government control.

Distribution of Estimates of Time Consumed by Commercial Advertising in a Fifteen Minute Radio Program

Estimates	General Public		Advertising Agency Account Executives & Radio Directors	
	No.	%	No.	%
0-1½ min.	29	3.0	8	23.0
2-3½ min.	330	33.6	22	63.0
4-5½ min.	447	45.5	5	14.0
6-7½ min.	103	10.5
8-9½ min.	36	3.7
10 min. and over.....	8	0.8
Too much	8	0.8
Don't know or no answer.....	21	2.1
	982	100.0	35	100.0

There is no evidence that these 982 interviews are completely representative of the whole radio audience. The survey was undertaken to explain a method by which such valuations may be made. The data are considered sufficient to be highly indicative and in many instances are so overwhelming in one direction that it is unlikely additional data would change the picture.

How Long Are Announcements?

Question: "How much time is used in commercial advertising on the average 15-minute radio program?" Those interviewed were shown this definition of commercial advertising: *The parts of radio programs used by a manufacturer sponsoring the broadcast to talk about his products.*

The amount of overestimate of this time on the part of the public is very large. The actual amount of "selling" time per 15 minutes is 2½ minutes, with an average deviation of ½ minute.

While psychologists know that there always is some overestimate of elapsed time, it must be connected with considerable annoyance to be as large as this is (see tabulation, "Distribution of Estimates of Time Consumed, etc." Page 566). The largest group of estimates is that of 4-5½ minutes.

In addition to going to 982 consumers the M. R. C. A. investigators put this and other questions to 10 radio directors and 25 account executives of leading advertising agencies, including:

McCann-Erickson
N. W. Ayer & Son
J. Walter Thompson
The Blackman Company

B. B. D. & O.
Calkins & Holden
Campbell-Ewald.
Erwin, Wasey & Co.
Federal Advertising Agency
Hommann, Tarcher & Sheldon
Fletcher & Ellis
Lord & Thomas
J. M. Mathes
Pedlar & Ryan
Lennen & Mitchell
Donahue & Coe

Even these account executives overestimated the time consumed by the commercial part of programs, although their guesses were far more accurate than those of listeners, as the table shows. Their guesses, on the average, were less than a minute above the actual average, as given by radio directors for actual programs.

Are Announcements "Educational"?

Statement: *The commercial advertising parts of radio programs are educational.* Those interviewed were asked whether they agreed or disagreed with this statement. The results:

	No.	%
Agree	400	42.0
Disagree (16 "don't know" or "no answer")	553	58.0
Total	953	100.0

The charts at the bottom of this page are a graphic presentation of the answer to this and two following questions. The answers are broken down to show the differences in reactions among the several groups of time estimates of the length of commercial an-

nouncements: 0-2, 2-4, 4-6, 6-8, and above 8 minutes.

In the charts, each of these groups is represented by a bar diagram, the height of which indicates the number of individuals in the group. The bars are, of course, the same height in each of the groups.

The shaded area represents the portion of each group which has an attitude favorable to radio. This is the group which "agrees" with the first statement and "disagrees" with the second and third.

There is decided uniformity in the reactions to the statement that commercial announcements are educational, although those who underestimate the time element, the 0-2 group, show the largest percentage of agreement, 48, while those who think that the time is 8 minutes or more show the least agreement, 39%.

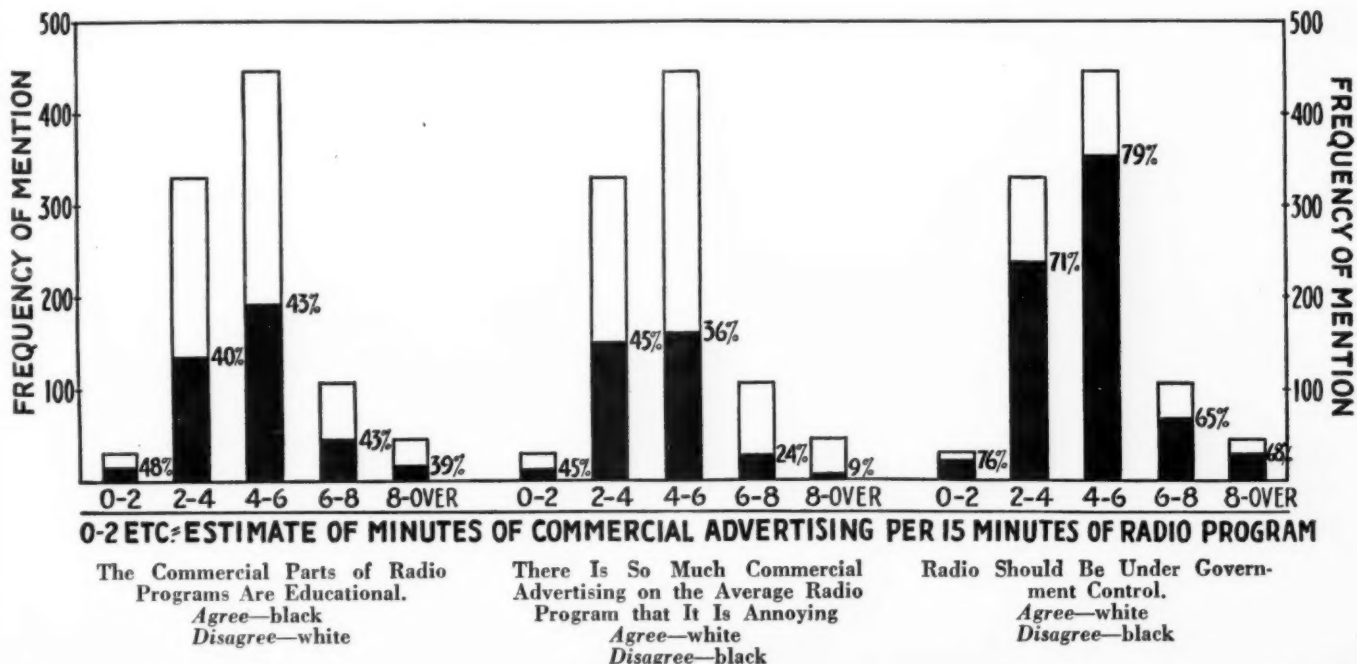
Are Commercials Annoying?

Statement: *There is so much commercial advertising on the average radio program that it is annoying.*

The answer seems to be "yes." The score:

	No.	%
Agree (13 "don't know" or "no answer")	602	63.2
Disagree	351	36.8
Total	953	100.0

This attitude study shows marked differences between the groups. Those who greatly overestimate the time taken up by commercial announcements are the ones who find them most annoying. Note that this applies to 91% of the 8-minute and over group, to



Attitude Toward Commercial Advertising on Radio Programs

RADIO PROGRAMS	MOST ACCEPTABLE			MOST OFFENSIVE		
	No.	No.	Per Cent	No.	No.	Per Cent
General Foods—Jello—Jack Benny	..	258	96.3	..	10	3.7
Ford Motor Company*	..	107	97.3	..	3	2.7
Ford (Program not specified)	77	3
Fred Waring	18
Detroit Symphony	12
Texaco—Ed Wynn, The Fire Chief	..	40	62.5	24	37.5	..
General Foods—Maxwell House Show Boat	..	35	87.5	5	12.5	..
Pepsodent—Amos 'n Andy	..	32	44.4	40	55.6	..
Literline—Metropolitan Opera	..	29	96.7	1	3.3	..
General Motors—Symphony Concerts	..	29	90.6	3	9.4	..
Pebeo—Eddie Cantor	..	25	86.2	4	13.8	..
Bristol-Myers (Ipana and Sal Hepatica)—Town Hall Tonight—Fred Allen	..	24	88.9	3	11.1	..
Philco Radio and Television—Boake Carter	..	24	96.0	1	4.0	..
Wm. Wrigley, Jr. Company	..	23	67.6	11	32.4	..
Wrigley's (Program not specified)	6	10
Myrt and Marge	17	1
Premier Pabst Blue Ribbon Beer—Ben Bernie	..	22	81.5	5	18.5	..
Standard Brands—Chase & Sanborn—Major Bowes' Amateur Hour	..	19	73.1	7	26.9	..
Colgate-Palmolive-Peet Company	..	16	90.0	2	10.0	..
Palmolive Beauty Box Theatre	..	16	..	2
Clara, Lu 'n Em (Supersuds)	..	2
Chesterfield—Andre Kostelanetz—Beri, Pons, Bonelli	..	16	100.0
Sun Oil Company—Sunoco—Lowell Thomas	..	15	93.7	1	6.3	..
Packard—Lawrence Tibbett	..	14	100.0
Lady Esther Serenade—Wayne King	..	12	7.8	141	92.2	..
Cream of Wheat—Alexander Woolcott, The Town Crier	..	11	84.6	2	15.4	..
Standard Brands—Fleischmann Hour—Rudy Vallee	..	10	16.9	49	83.1	..
Standard Brands—Bakers' Broadcast—Joe Penner	..	9	56.2	7	43.8	..
Campana Corporation	..	9	69.2	4	30.8	..
Campana (Program not specified)	1
Italian Balm	3	3
First Nighter	3	1
Grand Hotel	2
One Man's Family**	..	8	100.0
Coca Cola—The Pause That Refreshes	..	8	100.0
Remington-Rand—The March of Time	..	8	100.0
Lever Brothers—Lux Radio Theatre	..	8	100.0
Camel Caravan—Walter O'Keefe—Casa Loma Orchestra	..	7	70.0	3	30.0	..
Hortick's—Lum and Abner	..	7	77.8	2	22.2	..
The Armour Program with Phil Baker	..	7	100.0
General Cigar Company—White Owl Cigars—Burns and Allen	..	7	70.0	3	30.0	..
Pillsbury Flour Mills Company	..	7	77.8	2	22.2	..
Pillsbury's (Program not specified)	2	2
Today's Children	5
A & P Gypsies	..	6	85.7	1	14.3	..
Campbell Soup—Hollywood Hotel	..	6	75.0	2	25.0	..
William Warner & Company, Inc.	..	6	100.0
Vince	3
Sloan's Liniment	3
National Biscuit Company—Let's Dance	..	5	100.0
Chevrolet Motor Company—Isham Jones	..	5	62.5	3	37.5	..
Carnation Contented Program	..	5	100.0
Procter & Gamble Company	..	5	50.0	5	50.0	..
Oxydol—Ma Perkins	3
Crisco—Vic and Sade	3	1
Ivory—Gibson Family	2	1
Boech-Nut Packing Company—Red Davis	..	4	100.0
Voice of Firestone—Crooks, Swarthout and Eddy	..	4	80.0	1	20.0	..

*Special breakdowns are given for Ford and six other companies which had more than one program on the air.

**Sponsored by "Kentucky Winners" Cigarettes Nov. 17, 1934 to Jan. 16, 1935.

N.B.C. sustaining program Jan. 16, 1935 to March 27, 1935.

Sponsored by Standard Brands—Tender Leaf Tea from March 27, 1935.

(See page 592 for continuation of this table)

76% of the 6-8 group, but only to 55% of 0-2 and 2-4 groups.

Should There Be No Radio Advertising?

Statement: *Radio should be under government control.*

The majority of listeners find commercial announcements not educational and they find them annoying, but apparently they prefer the present sponsored system to what they might get under government control. The reactions are very positive, as the tally shows:

	No.	%
Disagree	708	74.3
Agree (28 "don't know" or "no answer")	245	25.7
Total	953	100.0

Here, as in the case of the statement that commercial announcements are educational, there is but little variation between the groups, but added confirmation of the validity of this attitude test is found in the reactions of those who most greatly overestimate the time element: A larger percentage of them favors government control.

Most Acceptable and Most Offensive Programs

Question: *In what radio program do you think the use of commercial advertising material is most acceptable? Most offensive? (When answering this question consider presentation, amount and manner of delivery of material).*

The answers to this question are interesting on four counts:

1. The relation between favorable and unfavorable reactions to the commercial announcements.

2. The total number of mentions—which may be considered at least a partial index of the degree to which these commercials sink in to the consciousness of listeners.

3. The relation between the number of mentions of sponsors to the total estimated number of listeners, to current programs, as measured by various coincidental and recall surveys.

4. Despite their professed annoyance over radio commercials, listeners apparently find it easiest to remember those which please them. Nine hundred eighty-two listeners were asked the question. They made 1052 program-mentions as "most acceptable," and 752 as "most offensive."

Two programs are "standouts"—the Jello-Jack Benny and the Lady Esther. The former has no near com-

(Continued on page 592)

SALES MANAGEMENT

Newspapers, Strongly Merchandised, Win National Recognition for New Schenley Whiskies

Products designed to meet a known market need—sound advertising and plenty of it—a strongly integrated merchandising plan—a firm hand on the price cutting problem: These elements combined to accomplish the successful introduction of Old Quaker and Cream lines of whiskey in 4 months.

AN all-newspaper advertising campaign in major cities, reinforced with the closest possible personal selling contact with jobbers and dealers, has, in four months' time, placed Schenley Distillers' "Old Quaker" and "Cream" lines among the leaders in the company's 200 brands of liquor. Old Quaker's plant is running at full governmental capacity to meet the demand, and Schenley executives think that within the year this brand will be the most widely sold straight whiskey on the market.

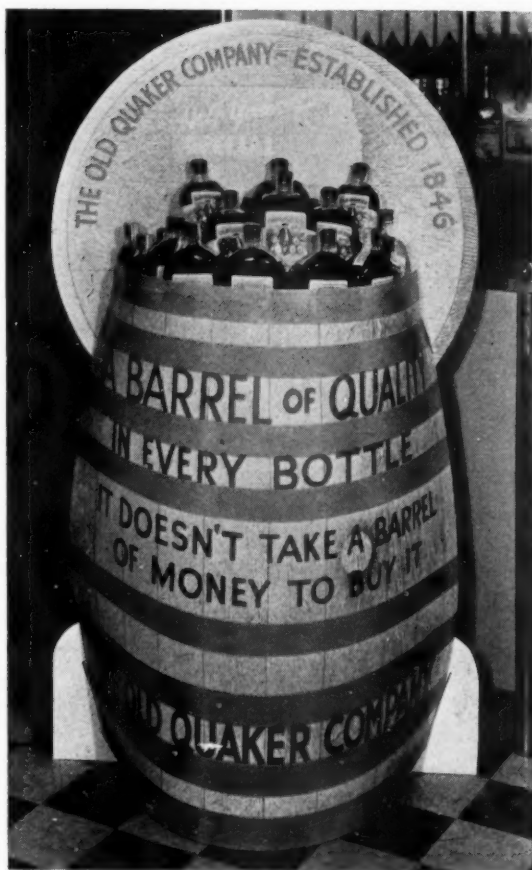
Last year Schenley made a careful study among consumers and among liquor dealers to determine what the liquor-buying public wanted. When all the information had been sifted, the answer seemed plain enough. One big section of the market wanted a straight whiskey to retail at not more than a dollar. A product was created specifically to this pattern at the old Lawrenceburg, Indiana, distillery, where Old Quaker liquors had been made since the 1850's—and was given the Old Quaker name.*

To reach those who wanted a blend—or something better—the "Red, White and Blue" Cream line was introduced in three price classes. "Red" and "White" are blends selling respectively for \$1.39 and \$1.65. "Blue" is a 5-year-old bonded whiskey, retailing for \$2.64.**

*There are also Old Quaker rum, brandy, applejack, and gin.

**New York City price—prices vary in various States due to peculiarities of local liquor laws.

Marketing procedure on the two lines has been identical—with a backbone of strong newspaper advertising, rigid selling policies (especially with reference to price-cutting), and a comprehensive educational program among



Walter Greenlee, Schenley's ad director, was formerly in the cheese business. Selling liquor, he thinks, is little different from selling groceries. Here's an Old Quaker display for liquor stores

jobbers, dealers, and chain store organizations.

Old Quaker was first introduced on a big scale in Boston in January. Factory executives and salesmen, equipped with the full details of the campaign in elaborate and dramatic sales portfolios, called a meeting of the local

14 CARLOADS

OLD QUAKER

STRAIGHT WHISKEY IN RECORD SHIPMENT!

LARGEST SINGLE SHIPMENT OF STRAIGHT WHISKEY TO MASSACHUSETTS SINCE REPEAL

The 14-carload shipment of Old Quaker Straight Whiskey, bottled at the Lawrenceburg, Indiana, distillery, was shipped by the New York Central Railroad, New York City, N. Y., to Boston, Mass., on May 1, 1935. The shipment was the largest single shipment of straight whiskey to Massachusetts since the repeal of prohibition in 1933. The Old Quaker brand is one of the most widely distributed and best known brands of American whiskey. It is made from the finest grain and is aged for a long period of time. The Old Quaker brand is a symbol of quality and reliability. It is a brand that has stood the test of time and is a brand that is sure to continue to stand the test of time.

MAKE FRIENDS WITH OLD QUAKER TODAY!

BOSTON BRANCH 1000 Commercial St., Boston, Mass. 1700 Commercial St., Boston, Mass. 1700 Commercial St., Boston, Mass.	NEW YORK BRANCH 1000 Commercial St., New York City 1700 Commercial St., New York City 1700 Commercial St., New York City	PHILADELPHIA BRANCH 1000 Commercial St., Philadelphia 1700 Commercial St., Philadelphia 1700 Commercial St., Philadelphia	PITTSBURGH BRANCH 1000 Commercial St., Pittsburgh 1700 Commercial St., Pittsburgh 1700 Commercial St., Pittsburgh
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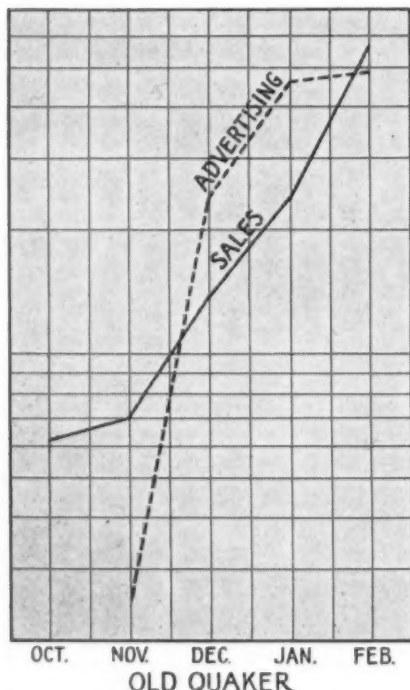
Introductory advertising in the newspapers featured local jobbers' names and telephone numbers.

liquor dealers' association, and explained the program. Emphasis was laid primarily on the way Schenley would help dealers and distributors stay in business and make a profit, by selling quality merchandise at a fair price.

A semi-selective jobber distribution plan was set up. Schenley felt that it might not be desirable to have all jobbers in the territory handling Old Quaker. Some had competitive brands which they were featuring, and it seemed that a concentration of the available business in the hands of a few would work out more advantageously, both for jobbers and manufacturer. This would make the line definitely profitable to those jobbers who did stock it, and would encourage them to push it. Jobbers, therefore, were called together informally, and then were frankly asked to agree among themselves who would take on the new line and who would not.

In their initial contacts with jobbers, Schenley's approach to the problem of private brand competition was especially interesting. "We realize," they told the distributors, "that we are probably treading on your toes in some instances in the matter of private labels. But, after all, if you are going to make any money, you have to make it on advertised brands. And you have to have the cooperation of the distiller, because the chances are that you realize

there is a limited supply of whiskey in storage in America—which means that, as this supply dwindles, the rectifiers will find it impossible to buy the better qualities of aged liquors. This is going to make it harder and harder to have private label merchandise, because the distiller himself has to use that whiskey in his own blends."



The tremendous impetus of advertising pressure sent Old Quaker sales soaring; its cumulative effects keep sales climbing even after ad pressure is lessened.

Meetings were held for distributors' salesmen, and Schenley men worked in the field with them in many instances. Sales made were always credited to the distributor's man, but Schenley asked for a complete sales report each night so that their own men would be able to re-contact any dealers who were not stocked.

"We expect you," Schenley told the distributors, "to maintain our suggested markups . . . to eliminate all discounts . . . stop all chiseling . . . cut out selling 25 cases for future deliveries and delivering two or three cases at a time. We expect all wholesalers to have the same prices. We think this is fair and sound. . . ."

The initial campaign in Boston resulted in orders for 14 carloads of whiskey—the largest single shipment to go into Massachusetts since Repeal. As soon as stocks were delivered, advertising broke in two newspapers: *The American* and the *Post*. Two 1,000 line advertisements were used on two consecutive days; after a two-day interval, space dropped to 800 lines; after another two-day interval, to 600 lines. The following week three insertions of 800 lines again appeared,

and the schedule then settled down to smaller insertions over three columns. Total space used on Old Quaker from January 1 to April 23 was 11,470 lines in the *Post*. In the *American* the amount was 6,437. On the Cream line, 3,665 lines were used in each of three papers, the *Boston Post*, *Globe* and *American*.

Theme of the Old Quaker advertising is directed against a somewhat prevalent superstition that you can't get whiskey of the quality you used to get in the "good old days" unless you pay a high price. The slogan "You don't have to be rich to enjoy rich whiskey" runs through all copy. The Old Quaker trade character used throughout campaign material emphasizes brand-identity and sells the prestige of years of experience in the distilling business.

In the case of the Cream line, the theme is "Richness and smoothness of cream." Again institutional background, with the red, white and blue symbolic of the patriotic idea, is made a part of the selling story. The portfolio emphasizes the "American" sponsorship of the products: Made by American labor, aged in white oak American-made barrels, financed with American capital, and profits shared with American labor.

The Old Quaker test campaign in Boston worked out so well that other markets were opened in rapid succession: New York, Newark, Springfield, Washington, Philadelphia, and on to the West. One hundred and ninety newspapers were used altogether.

New York's initial order for the Cream line was for 10,000 cases. Approximately the same number went into Chicago on the first shipment. National sales have shown a steady upward climb. That the advertising is now beginning to have a cumulative effect is clearly shown in the accompanying chart which plots advertising expenditures against total sales—an unusually interesting study of the correlation between volume and advertising pressure.

In each city Schenley made a special point of taking full advantage of the merchandising facilities of the newspapers—in making dealer contacts, in placing advertising and display materials (this limited, of course, to those states where displays, etc., are not prohibited by law), and in educating retailers on the desirability of maintaining prices. This latter phase of the campaign, Schenley executives say, was particularly important, and it has been remarkably effective in keeping control of the price problem in every market.

Ten districts comprise Schenley's national sales set-up. In these are sales groups ranging up to 50 men. There

is also a group of field promotion men—men who do continuous contact work in coordinating the various elements of the selling plan, who work closely with jobbers and dealers on their problems, and who cooperate with the newspapers on merchandising. These men are continuously holding meetings of liquor dealers' associations, jobber groups, and chain store groups.

Next idea to be developed for the promotion of Old Quaker and the Cream line, as well as for other standard brands of Schenley liquors, is a series of "Schenley Weeks." A drug chain tried out the idea in one city in the South with such success that Schenley executives have designed a complete "Week" kit, with full instructions for the special selling event, special advertising materials, etc., for the use of salesmen in getting chain groups to run such campaigns.

Gillette Uses Max Baer to Sell Blue Blades in Radio Thrillers

Max Baer, heavyweight champion, became No. 1 salesman of the Gillette razor blades on the night of April 29, with a contract for 13 weeks. As star of a radio detective serial, "Lucky Smith," the champion performs as radio talent every Monday night from his Asbury Park, N. J., training camp from 10:30 P.M. until 11 P.M. over the WEAJ Red network of National Broadcasting Company. His fight in the Madison Square Garden Bowl with Jimmy Braddock, the night of June 13, will be broadcast by Gillette Safety Razor Company.

Gillette, acting through its agency, Ruthrauff & Ryan, bought the "Lucky Smith" serial from Grombach Productions, Inc., which is putting it on the air with the prize-ring leading man, and is backing up the radio effort with space in about 400 newspapers to sell the program to listeners. L. E. Smith of Ruthrauff & Ryan tells SM the newspaper schedule may be expanded after the Braddock fight if Gillette exercises its option for the air rights to Baer's proposed conflict with another battler in August and if the Madison Square Garden Corporation promotes it.

Meantime Gillette, intent upon heavy immediate sales of its Blue Blades, is running a consumer contest tied-in with Monday night radio series. It offers 15 pairs of June 13 fight tickets—with round-trip railroad fares "from anywhere"—every week to those sending in empty Blue Blades cartons along with prize-winning 50-word letters on "Why a man should shave with Gillette Blue Blades."

SALES MANAGEMENT

Joe Day's Way of Building a \$2,000,000,000 Volume

AMONG a lot of photographs of celebrities in finance, business, sports, the theatre and other fields, which hang on the wall of Joseph P. Day's large, old-fashioned office at 67 Liberty Street, New York, is one from Rudy Vallee. It is inscribed:

"To my good friend Joseph P. Day, who bought the island from the Indians, and sold it to the rest of us."

The island, of course, is Manhattan. And in Maestro Vallee's statement there is almost more truth than facetiousness.

As guest of the Sales Executives' Club of New York the other day, on the occasion of his fortieth anniversary in the real estate business, Joe Day admitted that he had sold in this period some *two billion* dollars of real estate. This averages about \$50,000,000 a year, or \$1,000,000 a week.

Joe Day believes it to be a record volume for real estate.

Presumably, the record would stand among most other lines of business, too.

And in addition—as a sideline, if you wish—Joe Day, as a director of Metropolitan Life Insurance Company, has helped to supervise the investment of another two billion dollars in real estate.

Builder of Sky- and Shore-lines

Day is known best as a real estate auctioneer. He would like to be known, not as a persuasive master of the mallet, but as a creative salesman. He has done his share in these forty years to change the skyline and layout of Manhattan. But he has done probably more in taking tide flats and open country in Brooklyn, Queens and the Bronx and turning them into industrial, business and resort developments. Most of all he is proud of his ability to create values. He has done this by bringing transportation and other facilities. And these have brought people—buyers.

On the East end of Coney Island, between Sheepshead Bay and the Atlantic Ocean, for example, Joe Day operates Manhattan and Oriental beaches. He and his family have about \$5,000,000 invested there. Day says that it is "the largest privately owned ocean-front playground in the world." He has attracted his profitable share of the million people who may go to the island on a warm Summer Sunday.

People pay from 75 cents to \$1.50 (depending on the day) to get one of his 16,500 bath houses. But, besides a bit more ocean, they get other facilities that the other end of Coney could not offer them. There are 82 handball courts, 67 tennis courts, 4 large swimming pools. This summer there will be free concerts by Rudy Vallee, Paul Whiteman, Abe Lyman and other prominent musicians and their orchestras. There will be National AAU women's swimming and diving championships, and other events. Day also has built 200 bungalows there.

Though Manhattan-Oriental beach is 50 years old this year, it was still pretty much tide flats when Day took control of it 20 years ago.

Auctions Without Hokum!

Day is 61 now. He has been in the auction part of the real estate business since he was 25. His grandfather was a blacksmith in Ireland. The tall, white-haired, ruddy-faced figure of the present Joe Day looks husky enough. He looks, however, more like an actor than a blacksmith. He wears a dark suit and a black bow tie; a white shirt and a white flower. The eyes are penetrating; the nose almost matches that of Durante.

He discourages attempts to make his career Alger-ic. His father, John William Day, a soda water manufacturer, was born in this country, made a comfortable living, and died when Joe was 5, leaving him \$10,000. Starting in the real estate business shortly after the opening of the Brooklyn Bridge made "Greater New York" a probability, Joe decided to ride with the tide. But he also helped to direct it. He invested, developed and sold. And the people who bought were not the losers for it.

When, at 25, he started to develop his fame as an auctioneer, it was an accepted custom to provide prospects with a free lunch, the music of a brass band (Los Angeles did not invent these practices!), and often to have drawings for audiences of what, he tells SM, were "supposedly gold watches" and of kitchen clocks and sets of dishes.

"I decided," he says, "never to have a sale where there was the remotest dependence on hokum. I did not want to play on the something-for-nothing instinct. The intrinsic value of the property had to sell it.

"In auctioneering, I have tried to



"I know the reasons why people can be induced to buy," says Joe Day, who has sold them more than two billion dollars' worth of real estate.

sell as I talk, simply and quietly. I have, of course, learned each subject thoroughly first. I have all the essential data on the maps in front of me. I know the reasons why people can be induced to buy.

"Equally important, I believe I have used more newspaper space and printers' ink than any other real estate man to arouse, advance and sustain interest in the properties under my direction. My total advertising investment has been several millions of dollars. In one year alone (1924) I spent \$400,000.

"Trying to sell large groups of people at the same time has its difficulties. To keep control of them I have learned to keep control of myself. Fortunately, I have never been 'scared.' And I do not lose my head. My largest crowd of prospects was 5,000. My longest single session was twelve hours, on a job for the United States Shipping Board. Believe it or not, I did not leave the stand for twelve hours. I drank a lot of water (I always do);

(Continued on page 604)

Product development to meet new, modern needs, everlasting reiteration of the quality story, consistent business paper and direct mail advertising, and a policy of "making hay" while competitors marked time during the depression, put Jenkins Bros. '34-'35 sales well ahead of '33.



Farnham Yardley (left) has been president of Jenkins Bros. since 1917. He has been associated with the company since 1911. About two years ago he took over the duties of sales director, in the belief that sales were not merely a departmental function, but an organization matter with all the resources, facilities and personnel cooperating to build good will and future, as well as present, business.

Charles Chamberlain joined the company six years ago as an assistant in the advertising department. Three years ago he became advertising manager.

The Sales Policies that Keep a 71-Year-Old Firm Growing

A MANUFACTURER of industrial apparatus, of which Jenkins valves are standard parts, asked us to make valve wheels that would not get hot, that would not burn operators' hands.

It had never been done, but we said we would try.

Just about a month ago, the new valve wheels were announced through four-color inserts in business papers.

Revolutionary developments are two: They are made of plastics, Bakelite and Tenite, instead of the conventional wood or metal, lending tensile strength with low heat conductivity; and they come in five colors, but almost any color can be supplied on special order. Color flashes quick identification and ends confusion in piping lines. Valves for steam, water, air, fluids and gases may be equipped with wheels of distinctive color.

Thus do Jenkins Bros., as always in their 70 years of making valves, proceed further in their program of developing new ideas that lend themselves to creative selling.

The general price level of Jenkins valves is approximately 20% higher than competition. Yet sales for 1934 were 25% greater than for 1933. Sales this year are substantially in excess of the same period of last year. There are many reasons for this:

The policy of our president and sales director, Farnham Yardley, that sales and advertising must be coordinated; that sales effort must be speeded up in hard times to build profits for good times;

An intensive program of advertising and selling effort at the height of the depression, when our competition was relaxing;

Co-operation, and protection, given to our jobbers to help them close orders.

Over 70 years ago, Nathaniel Jenkins invented a rubber composition that would withstand steam and hot water. To find an application for this new compound, he invented a new type of valve, in which his invention was used as one of the "seating" surfaces (when a valve closes, it is said

to "seat"). The market for that type of valve was, chiefly, replacement and repair jobs on existing installations. Today, valves for replacement and repair work are still the backbone of our business.

Our markets are the industrial plant, power station, oil field, mine, ship and railroad. Although our valves are used in many apartments, we do not advertise them for individual home use because price in that field is too great a factor. Jenkins valves can't be made cheaply enough to compete in home markets. The industrial executive, however, is more interested in quality. He wants valves that will do the job required of them, and is not primarily interested in saving pennies. Or, at least, so our sales figures would indicate.

Five branch offices, whose managers are directly responsible to Mr. Yardley, carry complete stock, and employ 52 salesmen. Distribution is, and always has been, exclusively through jobbers. We protect them on price, and on orders emanating from their

territories. Our own salesmen do missionary work, and help jobbers close orders in the field.

There is a slight deviation from the policy of exclusive jobber sales in the marketing of the new, colored valve wheels. We want them on Jenkins valve installations only. We do not want to find them on competitors' valves. Therefore we do not encourage the jobber to buy the valve wheels separately from the valve itself.

Replacements with the new valve wheels are sold by our own salesmen while they are on missionary calls. These are sent direct from our factory. The jobber pays no higher price for the wheels when he buys the valve and wheel as a unit. But, if he wants the colored valve wheels only, the price is too high for him to handle profitably, and too high for a factory to buy for replacing on a competitor's valve. In the sale of this valve wheel alone, we do not protect jobbers on price. And, in so doing, we really are protecting their interests, their sales volume on Jenkins valves.

In Bad Times—Attack

The Jenkins sales staff was not curtailed during the depression. Rather, it was increased, and this policy has paid dividends. The advertising schedule, too, has been maintained throughout the depression. Business papers are used in these six groups:

Plan and Specification: Reaching architects, specification writers and consulting engineers. We use two publications in this field.

Executive: Reaching the plant executive in charge of running the plant efficiently. We advertise in three publications in this group.

Maintenance: Reaching plant operator, chief engineer, master mechanic, etc. There are seven in this group carrying our advertising.

Contractors: We use two publications in this field.

Distribution: We advertise in one publication.

Specific Industries: We use papers whenever special pressure is desirable for individual markets.

There are about 65,000 names on the mailing list. It is divided into 28 separate sections so that we can, at any time, mail to any type or group of plants. The list is kept up-to-date through changes and additions sent to us by salesmen. We send at least six general mailings to this list each year, in addition to special and specific messages to the various groups as occasion requires.

To be most effective, the purposes and objectives of our advertising should be understood, and backed up, by both

our own and jobbers' salesmen. Advertising can so easily be misunderstood, misinterpreted and completely disregarded. And, in turn, advertising can so easily disregard salient points which the sales staff finds important.

Sales and advertising effort, therefore, are coordinated. It is this policy of Mr. Yardley, incidentally, that has led to acceptance of the value of advertising by jobbers, some of whom had, in the past, said in effect: "Instead of spending all that money on advertising, why not give us higher discounts?" Jobbers now realize the values created by advertising in helping them secure greater volume of sales, and, hence, greater profits.

Merchandising the Ads

The advertising manager frequently takes to the road to confer with the branches, and with jobbers, on advertising and selling tie-ins. Resistances are analyzed. Sore spots, if any, are located. Competition is thoroughly examined. The sales viewpoint is considered. And the advertising manager explains the advertising program.

Supplementing personal trips, the advertising manager constantly mails letters and bulletins to our own salesmen and to jobbers selling the advertising campaign, and demonstrating how to use it to greater profit.

The advertising agency, Rickard and Company, has played no small part in the development of our advertising programs for the past 15 years. Their relationship with us is similar to that of our own advertising department, greatly enlarged, yet with the outside viewpoint of a skilled industrial advertising experience. The entire personnel of the agency takes part in planning our work.

The year of 1933 was a low one on the general industrial chart, particularly in the Summer. Yet, it was then that we expended \$60,000 to publish our complete catalog.

There were several reasons for doing it: We felt it was time to bring together, in one book, all 550 patterns and types of Jenkins valves; it seemed

that America had already seen its blackest and darkest days, and that business weather from that point on would clear up as we went along; we believed that aggressive effort, right at the period when business was preparing to move ahead again, would put us far ahead of competition.

Advertising in business papers was devoted exclusively, for three months, to selling the catalog. Through this, and the cooperation of the field staff and jobber, 40,000 requests for the catalog were received. Sales jumped immediately.

In May and June of 1934 we conducted a special mail campaign on Jenkins iron body gate valves. A mailing piece, die cut in the actual shape, in one-half reduction, of the valve itself, and imprinted with distributors' names, was sent to valve users. Jobbers were supplied with quantities. In August, sales were 40% higher than in 1929, the peak year.

Canny Jobber Help

Constant, large-scale mailings are sent to jobbers' customers, on the jobbers' behalf. In fact, we mail 800,000 such pieces annually. Jobbers supply us with names of customers, letterheads and envelopes. We prepare a letter, process it, print folders, address envelopes, fold, seal, insert and stamp ready for mailing. Then, the entire lot is sent to the jobber for mailing in his city. We bill him only for the postage stamps. There is sound psychology in putting on the stamps here: The jobber, knowing he must pay for them, actually does the mailing.

The executives of the company, the branch managers, are active members of all trade associations in the fields we serve. They actually enter into the work of the associations.

Exhibits are prepared for conventions and lectures are prepared for local and national meetings of the associations. These lectures may take the form of a personal talk, or a moving picture, or a slide film with electrical transcription. These are really excellent, and there is great demand for them.

As to competition: We enjoy good competition, particularly from companies who make good valves and maintain their price schedules. This sort of competition puts us on our toes, and we like it. Of course, there is bad competition. Some companies do make inferior valves, and protect neither themselves nor their own jobbers on price. They are troublesome for a while. In the final analysis, they come and go—but the quality manufacturer stays on to build consistent business and profits.

As told to Jack Klein by
**CHARLES
CHAMBERLAIN**
*Advertising Manager,
Jenkins Bros., New York City*

Glidden Extends "Checker Flag" Stores; Opens 52 in Chicago



After a successful test in St. Louis, the Glidden Company invades Chicago with a plan for establishing key store identity among independent hardware and paint dealers. Exclusive territories, a year-round merchandising program, and newspaper advertising are prime factors.

BY A. D. PITNEY

Checker Flag Store fronts arrest the eye of the most casual passerby . . . their all-embracing service inspires even the man who never held a brush with the desire to get busy painting.

Paint and wallpaper and hardware stores are the field for membership. St. Louis, in 1931, listed 349 hardware stores in the city and suburbs, with 103 paint and glass stores. Chicago, according to recent newspaper surveys, has 950 hardware stores and 298 paint and wallpaper stores. About 250 Checker Flag Stores is the mark set for Chicago.

The Checker Flag Stores plan was worked out by E. J. Morgan, a young newspaper advertising man who, a little more than two years ago, was doing business research for the St. Louis *Globe-Democrat*. He sold the plan to the Glidden Company and was put in charge of its execution.

"Approximately 50% of the output of a big paint and varnish manufacturer goes to industrial maintenance and specification contracts," says Mr. Morgan. "Outlet for the other 50% is merchant sales, and that has been so cut into by the mail-order houses, department stores and drug chains that the local retailer has seen his paint business vanishing. This in spite of the fact that total retail paint sales in 1933 were approximately \$22,000,000 more than in 1929. The problem was to put new life into the local paint store."

Inducements to retailers to join the Checker Flag Stores association are exclusive territory and a comprehensive, year-round, merchandising and advertising campaign. The retailer is also enabled to offer a complete expert service of advice and instructions on any kind of job, small or large, inside or out, furniture or walls, including registration of reliable contracting and job painters who may be recommended if the customer wishes to have the job

ONE recent bright Spring day in Chicago—one of those early days when robins and retail paint customers with outdoor jobs to do were beginning to hop about fearlessly in the sunshine—a man got off a street car in the downtown Loop. Before him was a store front that was conspicuous even among the neon signs and gorgeous displays of the main business district.

The building was painted in huge black and white squares. Above the door and windows was a wide yellow panel with the words *Checker Flag Store*. The windows bore the store owner's name and were filled with stacks of paint cans, brushes and equipment, "Paint Up" signs and alluring samples of work. Broadsides bore the announcement, "Special Today—Painting Outfit—Four Gift Items—7 cents."

The street car passenger went into the store. "I'm thinking about painting my garage," he said. "I didn't know there was a paint store here."

"We've been in this location more than twenty years," said the salesman.

The psychological effect of this one store would have had to be multiplied by 52 by the middle of April, that be-

ing the number of Checker Flag retail paint stores already established by the Glidden Company after only six weeks of its campaign to cover the city. The campaign will continue until every retail district in Chicago and its suburbs has its Checker Flag Store. Already the distribution gives substantial coverage.

Invasion of Chicago by the Glidden Company's new retail paint merchandising plan is evidence of its continuance with its purpose of establishing Checker Flag Store coverage in one key city after another. The plan has been tested in St. Louis for two years, in which it has proved its success. Beginning in September, 1933, 68 stores were immediately signed up in St. Louis. The attention-arresting black and white checker store fronts, and checker flag identify them all. They have more than doubled the Glidden Company's merchant sales distribution in that territory. Mortality and replacement of Checker Flag association members has proved negligible in that city, so that after the first few months there has been no effort there to increase membership since the 68 stores give coverage.

done. This feature has proved attractive to the painting trade. Cost of association membership is pro-rated according to the volume of business of the retailer.

Expense to the Glidden Company is so heavy that it expects to make nothing the first year. To begin with, Glidden furnishes the paint and the design for the checker-flag store front. Newspaper advertising campaign is heavy during twelve weeks in Spring and eight weeks in the Fall. Half-page and larger space is used. This is strictly local store advertising, listing owners' names and addresses and featuring weekly special offers. The items in these offers are furnished at a special price by Glidden. Small space, promoting indoor work and furniture painting, is used throughout the remainder of the year.

Advertising Comprehensive

The large newspaper ads appear in one paper once a week during the peak season, except in May, when two papers a week are used. The advertising schedule is staggered so that, with newspaper advertising, radio and circulars, there is a push every day in the peak season. In Chicago, newspaper advertising appears this Spring in the *Daily News* and the *American*. Some dealers are also placing their own ads in neighborhood papers.

The radio campaign includes three fifteen-minute periods, 12:45 to 1 P.M., each week over a strong local station. Glidden products are mentioned only incidentally in case of some special item being featured that week. In all the advertising the independent ownership of the stores is stressed.

Three radio sound trucks patrol the city at the start of the campaign and later one truck is kept in operation continuously. The trucks, decorated in the checker-flag pattern, are routed to patrol each neighborhood in turn.

Circulars are distributed weekly, covering each dealer's entire territory for six months of the year. Store display is liberally furnished, including decalomania window signs, placards, blow-ups of advertisements, counter display, outdoor flags and uniform coats for salesmen.

Experience in St. Louis shows that the sponsoring of the Checker Flag Stores by the Glidden Company does not affect its sales to other local merchants. The Checker Flag plan is declared to have proved itself the answer to the sales problem of the paint manufacturer by saving the independent dealer. There's no chance of a buyer overlooking a Glidden paint store now. That Checker Flag flags his eyes.

MAY 1, 1935

Cleveland Bathroom Survey Shows Vast Market for New Products

A BATHROOM and dressing table inventory in 5,457 typical Cleveland homes reveals many opportunities for the development of new products and the stressing of new uses for old products.

A heavy use of kitchen items as household remedies was indicated in the answers to the inventory questions which were answered by members of the Parent-Teachers' Association for the *Cleveland Press*. For example, a total of 37.5% reported the use of ordinary table salt; 50.5% reported baking soda; 19.6%, vinegar; 16.6%, sugar (among the interesting uses for sugar was for hair dressing in negro families); 25.6%, olive oil, and 19.1%, glycerine.

The bathroom and dressing table inventory was prepared on the basis of suggestions made by research directors of 15 of the country's leading advertising agencies at a meeting in New York last December, when Francis N. McGehee, general advertising manager of the *Cleveland Press*, asked for suggestions. The inventory, just completed, follows the same general lines as the two food surveys conducted by the newspaper—June, 1932, and November, 1933—and there were 12,800 possible basic answers in each of the 5,457 reports, entailing 190,000 machine tabular cards.

Dealer Influence Powerful

Highlights of the inventory show that the public is more concerned over the quality of its groceries than its drugs—18% basing their selection of the grocery store on quality as against 14.1% for the drug store. As a matter of fact, "quality" and "service," the highly touted assets of many a retailer, are not taken seriously by the average housewife. Thirty-one per cent of the housewives declared that location influenced their choice; 22.2% mentioned price; 5.2% service.

Chains in Cleveland secure 69.1% of the drug store patronage—a figure only slightly lower than the chain percentage of the Cleveland food business.

Dealer influence was clearly brought out by carefully chosen questions. A total of 36.3% of the people stated that their druggist frequently suggested other brands than the one asked for. Of this number, 56.1% said they often accepted these suggestions, which means that 20.8% of the market is influenced by dealer suggestions. The independents were much less ag-

gressive than the chains in making suggestions, but when the independent made a suggestion it was much more likely to be acted upon. Ninety-one per cent of the public claimed they often took suggestions from independents while only 28.2% would take suggestions from the leading cut-rate chain.

In the field of laxatives, cathartics and intestinal lubricants, 89.1% of the 5,457 families reported 10,055 items on hand. Ex-Lax ruled the favorite with 18.5% possession. Eno showed the biggest percentage gain in the past year. From the standpoint of brand loyalty, Fletcher's Castoria has held 56.9% of its patrons for over five years.

Does Doctor's Advice Count?

The supreme position of Ex-Lax is maintained without the doctor's influence. Only 8.4% of its users bought it on a doctor's recommendation. On the other hand, 67.9% of the users of Squibb's castor oil started it on recommendation of the doctor; 62.1%, Nujol; 42.0%, Castoria, and 32.7%, Sal Hepatica.

Leaders in other classifications were:

Indigestion Remedies—Phillips Milk of Magnesia.
Headache Remedies—Bayer's aspirin.
Coughs and Colds—Vicks VapoRub.
Hay Fever and Asthma—Estivin.
Toothache Remedies—Oil of Cloves.
Tonics and Body Builders—Fleischmann's yeast.
Baby Foods, Health and Malted Drinks—Ovaltine.
Salves and Ointments—Vaseline.
Antiseptics and Mouth Washes—Listerine.
Female Tonics—Lydia Pinkham's.
Foot Remedies—Blue Jay corn plasters and Scholl's corn pads tied.
Kidney and Liver Remedies—Carter's liver pills.
Weight Reducing Preparations—Jad Salts.
Sanitary Napkins—Kotex.
Bathroom Cleansers and Disinfectants—Lysol.
Toothpaste—Pepsodent.
Toothpowder—Dr. Lyon's.
Toothbrushes—Dr. West.

The amazing growth of the toothpowder business is indicated by the fact that the number of cans of Dr. Lyon's toothpowder found nearly equaled the combined total number of tubes of Pepsodent and Colgate toothpastes.

Cleveland women seem to be depending more and more on the five-and-ten cent stores for their supplies of cosmetics the inventory revealed.

Chevrolet Dealer's Bonus Plan Solves Compensation Problem

BY

D. G. BAIRD

A COMPENSATION plan for new car salesmen that is said to solve the problems of how to get capable salesmen, how to hold them, how to keep them producing at a high rate, and how to keep them contented, is in effect at the Collins Chevrolet Company, one of the leading dealers in Detroit.

Based on the long experience of James R. Collins, the dealer, as salesman, manager, and owner, and incorporating suggestions made by the salesmen concerned, the plan satisfies the desires of both the management and the salesmen to an exceptional degree. Perhaps the best proof of this is Mr. Collins' statement that not one of his employes has been with him less than three years—exceptional, indeed, in the automobile business—and that the dealership is earning substantial profits.

Compensation is in three forms—drawing account, commission, and bonus—and is based on the four factors of volume, net profit, extra business, and continuous service.

The drawing account is merely that required by the NRA Code, and is unimportant except during very dull periods.

Commissions on car sales are at the usual rates of 5% on new cars and 6% on used ones. Used car specialists devote their full time to that department, but new car salesmen are also encouraged to sell used cars. All salesmen are paid the usual commission of 5% on accessories.

But there are other commissions, on extra business, and here the Collins' plan departs from standard procedure.

Gold in Service Jobs

Most important of these commissions is that on service business which Collins' salesmen solicit. Instead of employing an outside service salesman, or just accepting such service business as happens to come in, Mr. Collins gives his new car salesmen a strong incentive to keep his service department busy. This he has done by zoning the territory, paying his salesmen 10% on wreck jobs and other service business which they bring in, and allowing them 3% on all other service business originating in their zone. Salesmen are required to make a minimum number of service calls every day, but all make



Dealer James R. Collins

more than required, for the very good reason that it is profitable to them to do so.

All sell overhaul jobs, paint jobs, tune-ups, miscellaneous repairs, lubrication, and other forms of service. This means extra commissions and it is one of the best of all ways to find or learn of new car prospects. Being in regular touch with their service customers, they know when one of these owners is likely to turn in his used car on a new one and are just waiting to write the order. Other owners tip them off to new car prospects. Again, if a prospect isn't ready to buy a new car just at the moment, he may be prevailed upon to have his old one overhauled, repainted, tuned up and adjusted, or at least thoroughly lubricated. Or he might be interested in trading for a better used car. In any event, it is seldom that the salesman's call is wasted.

Then, as the salesmen travel around in their territory, they come across or hear of numerous wrecks which, to them, are opportunities. Every such

accident—and there are many of them these days—means big business for the repair department and a big commission for the salesman, if he can get the business for his shop. Mr. Collins says that his salesmen average about five such jobs a month and one has brought in as many as twelve in a single month.

This phase of the compensation plan, then, produces two very gratifying results; Collins does a surprisingly large volume of service business, and his salesmen add about \$40 a month to their income, at practically no sacrifice.

As a matter of fact, Mr. Collins is doing more business in his comparatively small service department than many others do in larger ones, and the service department of a dealership is usually about the most profitable phase of the business. In his case, Mr. Collins said, his service department pays about 66% of his total fixed expense, as compared with an average of only 45% for all Chevrolet dealers in the city.

A commission of 10% is paid on sales of radios and anyone who sells as many as 75 in a year wins a bonus of \$100.

The service manager and the parts manager are paid a weekly salary, plus a bonus of 15% of the net profit earned by their department. This is payable at the end of the year and always amounts to a tidy sum.

Incentive for Everybody

Additional incentives for the new car salesmen to pile up as large a volume as possible, and to work for the most profitable business, are provided in the form of a long list of bonuses.

Each month, the two salesmen who make the highest number of deliveries are given a \$5 extra gas allowance for the following month.

To be entitled to other bonuses, all of which are payable at the end of the year, a salesman must be in the employ of the company until December 24 and must have sold not less than 26 cars.

Each salesman who delivers 50 to 75 cars during the year wins a bonus of one dollar per car; any who deliver more than 75 get a bonus of two dollars a car.

The new car salesman who sells the most used cars during the year will get a bonus of \$100, provided he qualifies in a couple of other respects: He must sell a minimum of 41 new cars and 20 used ones.

Then there are bonuses on various models, ranging from \$2 to \$4 a car for salesmen in the 25-40 cars a year group, and from \$3 to \$7 a car for those who sell over 40 cars a year. These bonuses not only encourage volume, but they also stress net profit by being larger on those models which yield the larger profit.

Further emphasis on net profit, as well as volume, is provided in still another bonus proposition. Salesmen who sell more than 40 cars a year, and whose deals average \$75 or more net variable profit, win a bonus of an extra dollar a car. This is calculated to provide an incentive for the salesmen to seek advantageous trades and to support the dealer in dickering over trade-in allowances, instead of pestering him to allow more than the trade-in is worth, throw in a spare, or make some concession so the salesman can make the deal and get his commission.

A final bonus of \$100 for each of the four high salesmen is made contingent on the company's selling 500 new cars this year—which, says Mr. Collins, it undoubtedly will, if deliveries come through when needed. As the company employs only seven new car salesmen, this would be an average of over 70 cars each.

Bonuses Make Men Stick

It is possible for a man who sells 75 or more cars a year to earn well over \$1,000 in bonuses under this plan, and everyone who sells more than 25 earns at least some bonus money. Bonuses, as already stated, are payable at the end of the year, which means that the money is received in one large sum and, consequently, is expected to be better appreciated and put to better use than if paid in small sums.

While the plan possesses many valuable features for the dealer, probably the most valuable of all is that of enabling him to secure and hold capable men. Automobile salesmen have been noted for shifting jobs at frequent intervals and, during the past several years, they have not ranked very high in ability and dependability, as a class. As a result, the Help Wanted columns are usually well filled with ads for automobile salesmen. It costs money to hire and train new salesmen, and it costs even more to hire undependable drifters who are likely to do anything to earn a commission. Mr. Collins has no such worries or expenses.

MAY 1, 1935

The Scratch-Pad

The word from Washington is that we are to have "limited inflation." Well, low-pressure tires are said to be safer.

Personally, we gave up double entry bookkeeping when we learned that a statement of assets and liabilities must balance to the penny.

Offered, gratis, to the advertiser of reducing salts, lotions, massage gadgets and the like: "Be Your Sylph!"

An Italian poulterer in South Philadelphia has a delivery wagon on the side panels of which is painted a barnyard scene. There is a strutting rooster and a brood of chicks reaching to the horizon in all directions. The rooster is saying, through the medium of the much-abused cartoon balloon, "How am I doin'?"



T. Harry Thompson

When Nelson Eddy looks down at us from the screen in his first big picture, *Naughty Marietta*, we wonder if he remembers that we once paid him \$50 a week for writing copy? And it was mighty good copy for those days. "You're a sap, Nelson," we used to tell him, "fooling around in advertising when you could be making five hundred a week in musical comedy." That was before the days of talking films, but our blond copy writer has arrived. "Copy Writer Goes Straight," we might caption it.

Another of our copy writing protégés has recently been elected manager of Stokowski's Philadelphia Orchestra. Is this a trend?

The advertising of World Peaceways is a noble experiment and a brave gesture. But when Germany demands that Japan return the mandated islands of the Pacific, and Japan says "Come and get 'em!" that will be only the beginning, folks, only the beginning.

That farmer's advice given to a young man about to enter business still holds in any business. He said: "Remember, Son, the answer to most propositions is 'Hell, no!'"

If you think a sales message can't be put over in cold type, without benefit of pretty pictures, may we call your attention to a page in *May Fortune Magazine*, entitled: "The Saga of Reynolds Metal?"

"Put your desk on a racing sloop and work in cool contentment," said Frigidaire rhythmically. It may have been mere coincidence that the man seated at the desk looks like President Roosevelt.

L. C. Smith Typewriter's line, "A 'Silent Revolution' in Typewriting," reminds us of a line written by a great copy writer, one George Cecil, for the original noiseless typewriter many years ago. It was: "Hush Money Well Spent."

Speaking of headlines, we have been waiting to see one in the beverage field: "Calling All Bars!"

While on the subject of potables, we understand (heh! heh!) that, during Prohibition, many people became accustomed to the use of gallon jugs for alky and synthetic gin. It would seem that some smart distiller might cash in on that old habit by putting out his poison in gallon jugs, and shading the price somewhat over the same quantity broken down into quarts and fifths.

Suggested title for booklet advertising beauty treatments: "The Unpardonable Skin."

Some current advertising sounds as though it were dipped right out of The Old Hokum Bucket.

The best advertising copy ever written was never published. It lies moldering in some agency's files . . . or, perhaps, found its way into a baling machine. And all because some one lacked the nerve to run it. A few advertisers . . . a conspicuous few . . . not only welcome the best copy that can be produced—they demand it.

Some day when you are feeling low and wish you had taken up chiropractic or house painting instead of selling, remember that you are in distinguished company. The proud *Mauretania*, which once crossed the Atlantic in four days, seventeen hours and some minutes, was sold last month for junk. Remind yourself, too, that Babe Ruth has been known to strike out. Also that the all-time high in courage and comeback was the case of the late and lovable Marie Dressler.

Is there a Knox hat salesman in the audience? Here's a line for you, tossed off in a Springtime spirit of devil-may-care: "Every Knox a boost."

Early to bed and early to rise and you can have the Pullman washroom all to yourself.

Some fellows would kick if they found a hare in their rabbit-stew.

T. Harry Thompson

Part II
of an Article in Three Parts

How 20 Firms Handle Ticklish Credit Problems by Mail

(Before relinquishing an overdue account to the lawyers—which generally means a collection, but also a lost customer—credit managers send a final letter. Some of these epistles contrive to say, "Pay up, or else—" so persuasively that legal proceedings are unnecessary.

Because the "last resort" letter that brings home the check for one company can be adapted to another firm's requirements SALES MANAGEMENT asked representative companies to pool their tested letter ideas. In the issue of April 20 a selection of such proved result-getters from varied lines of business was given. Herewith are more examples of how to ask for just dues courteously, but firmly.—THE EDITORS.)

PLANTERS Edible Oil Company, subsidiary of Planters Nut and Chocolate Company, Suffolk, Virginia, sends a firm but considerate letter to overdue accounts:

"It is to be regretted that our efforts to secure payment of our long past due invoices, amounting to \$222.17, have been unsuccessful, as we are now forced to write you in a manner which we would prefer to avoid.

"Payment of this past due account has been requested in the same courteous manner in which we have solicited your business. Both are necessary for our success and we, therefore, again request that your check reach us not later than November 20, thereby eliminating the necessity for turning your account over to our underwriters for collection.

"Due to a contract which we hold with our underwriters, we have no choice in this matter. We are compelled to turn over to them all uncollected accounts which have reached a certain age. You will, therefore, see the necessity for your prompt attention to this matter, if we are to avoid the unpleasant proceedings.

"Awaiting your pleasure, we remain"

The S. K. Smith Company, Chicago, reports the following two letters have produced checks where milder reminders were ineffectual:

"On August 20 we wrote you making an offer to accept notes in payment of your account which dates back one year.

"No reply has been received and we are very much surprised at the lack of cooperation shown us in view of our endeavor to cooperate with you.

"You appreciate that we cannot go on indefinitely on this basis and must now insist on a prompt settlement.

"We are dating our files ahead to the 15th of this month and, unless a favorable reply is received by that date, the account will pass from our hands. This will mean a break in our business relationship, which will be regrettable to us and will cause you additional expense, but we have extended you every possible consideration without

success. Should we be forced to take action, all we can say is, 'We're sorry.'"

"We don't want to become pesty and annoying in an endeavor to dun you on the \$25.57 charge outstanding against you since November, but honestly, do you think you are being fair by ignoring our many letters asking for payment?"

"Whether or not you have a reason for withholding payment is not the point; the fact remains that we haven't been given any due consideration in being notified of your intentions; we are not aware of any complaints regarding the charge and, as far as we know, there is no reason why it shouldn't have been paid long before this.

"Won't you please let us know why payment is being held up, or send us your check so we can balance this item!"

Hazard Lead Works, Inc., Brooklyn, New York, goes out of its way to explain to slow payers that it is extending credit to the limit of its ability. The language employed is that of a gentleman. The response has been decidedly gratifying. It reads:

"In another few days it is going to be two months since we last received any payment on your account.

"In view of some extenuating circumstances in local conditions, which our salesmen reported to us, we have been disposed to make every effort to cooperate.

"Unfortunately it is difficult to cooperate when we don't hear from you. It does not give us an opportunity to know what to expect or what to suggest. You, of course, must appreciate the sincere desire on our part to be of service. You have already witnessed our good intentions and efforts in your behalf.

"Now, Mr. _____, won't you reciprocate these courtesies by dropping us a line immediately? Tell us what you have in mind. Tell us what definite plan you have to offer.

"By so doing, you will repay our company for their efforts to befriend you at a time when their cooperation must mean something to you."

The Iroquois China Company, Syracuse, New York, reports that the following letter "got the money within two days and did not offend the customer":

"I have re-read my letter of March 6 and really do not know what more could be said to present our position relative to your account. The November charges are more than 90 days past due on terms of sale. The amount of the November charges is \$183.14.

"I do not want, or feel that it is necessary, to write a threatening letter but I do feel that, for a company enjoying the rating which you have in the commercial reports, it is quite unfair to us to expect

Companies Participating in This Round Table

Planters Nut and Chocolate Company, Suffolk, Va.
Hygrade Sylvania Corp., Emporium, Pa.
Igleheart Brothers, Inc., Evansville, Ind.
Iroquois China Co., Syracuse, N. Y.
Southwest Battery Corp., Oklahoma City, Okla.
American Electric Co., St. Joseph, Mo.
Taylor Instrument Companies, Rochester, N. Y.
Keystone Macaroni Mfg. Co., Lebanon, Pa.
Hazard Lead Works, Brooklyn, N. Y.
Vaughan & Bushnell Mfg. Co., Chicago
Pennzoil Co., Oil City, Pa.
Prest-O-Lite Battery Company, Inc., Indianapolis, Ind.
Marathon Razor Blade Company, Inc., Irvington, N. J.
Hart Drug Corp., Miami, Fla.
Lee Clay Products Co., Clearfield, Ky.
Moorman Mfg. Co., Quincy, Ill.
Martin Band Instrument Co., Elkhart, Ind.
Hy-Gien Laboratories, Inc., Amesbury, Mass.
S. K. Smith Co., Chicago
Marvin-Neitzel Corp., Troy, N. Y.
Pacific Manifolding Book Co., Ltd., Emeryville, Calif.

us to carry an account so long past due. Frankly, we need the money. It is long past due and some small items have been called to your attention half a dozen times and have been absolutely ignored by you.

"If it is impossible for you to pay this account now (and we think that is not the case) won't you write us frankly giving us the reason?"

A firm with many years' experience in collecting from the fractional minority of delinquent customers finds a letter signed by the president an excellent last resort. The complete letter reads:

"Some time ago you ordered some of our products. At the time the order was given, you promised to pay on a certain date. We accepted your order and promise, feeling sure that you would pay as agreed.

"Today, *months* after the date you promised to pay, the account has not been paid. We realize fully that circumstances over which you have no control may have been unfavorable to you in a financial way. We also know that, after all, a man's success or failure depends almost entirely upon the individual himself, and that with the right kind of determination and effort, almost any obstacle can be overcome.

"What we know about you leads us to believe that you are not a 'quitter,' that you are as honest today as you were the day you signed the order for our products. We believe that you intend to pay this account, but, frankly speaking, your attitude causes us to feel that you are putting it off until times get better. We feel that something more than has been done on this could have been done before now.

"I am making this personal appeal to you at this time with the feeling that I can depend on you making good your promise. I want you to send me a money order covering it in full. You will feel a lot better after it is done; so will we. If you can't send all of it, then send just as much as you can. If your condition is such that



UNDERCOVERAGE *like this needs attention*

TOTAL up the railroad mileage in Oklahoma and Texas and you will find it 3.8% greater than in Ohio, Michigan and Nebraska combined. Total up the circulations of the General Magazines in these same states and you will find that Oklahoma and Texas receive 45.4% less circulation than these three northern states. Just another example of the undercoverage received by the Southwest in any exclusively national list. By using national media alone you are discriminating against a territory that is one of the most productive of sales in the United States a condition that is remedied by adding The Farmer-Stockman to your list.

The FARMER-STOCKMAN-Oklahoma City, Okla.

203,244 NET PAID ABC CIRCULATION IN OKLAHOMA AND TEXAS

MAY 1, 1935

[579]

you can't send a payment, then write me; let me know what you have in sight for the future and what I can depend upon you to do.

"We are enclosing an envelope which does not require any postage for its return. Attach your payment to this letter and return it to me today. The amount is \$—.

"I believe you can pay all or some of it and, if you will make up your mind to do it now, you will do it."

Hy-Gien Laboratories, Inc., Amesbury, Massachusetts, makes a request for payment tie up with a sales letter for a special offer. Naturally, the item offered is inexpensive and such tactics would not be adopted were the account large or long overdue. But the very fact that the dun is thus sugar-coated, believes Harry W. Steere, sales manager, is responsible for many customers sending a check. Here's the letter:

"We hope that your continued silence is not due to any dissatisfaction in our dealing with you. We hope you intend to pay us sooner or later, but the sooner the better—why not now?

"Why not pay one-half, or one-third, of your bill today, if you cannot pay all, and let us carry the balance for thirty days more?

"Our Rub-No wax is a water wax that dries brightly—requiring no polishing and is an excellent aid to protecting and maintaining good looking floors. We have a 'special' on this item whereby we give a wax applicator with each five-gallon order, and the price is reduced from \$1.80 per gallon to \$1.50 per gallon, a total saving of \$1.50.

"If you would like to try this 'special' just okay this letter with your signature and return it to us. We'll do the rest.

"Anticipating your check by return mail, we are

"Yours truly,"

Pacific Manifold Book Company, Ltd., Emeryville, California, addresses delinquents over the credit manager's signature. The following, he explains, "gets a lot of answers and some money":

"It isn't often that we have to write a customer eight times about a past due account. It does happen, though, and it is the case now with you. Yet, a review of our letters to you will show that we have tried to be courteous, fair and lenient in our efforts to collect.

"Really, a satisfied customer on our books is worth more to us than a dozen prospects. Therefore, we hesitate a long time before we adopt drastic collection methods. When pressure or force is put into collection, we risk losing the good will of our trade, and we apply such measures only in extreme cases.

"Besides creating ill will, force in collection causes unnecessary trouble, expense and notoriety for our customer.

"Please permit us to avoid the unpleasant necessity of taking legal action against you, by forwarding your remittance right away. Don't put it off.

"We shall retain our absolute faith in you and in your high regard for your responsibility for your just debts, feeling that you will not allow our faith to be misplaced. What more can we do, or what more do you expect?"

If that appeal doesn't bring forth a

check, Credit Manager R. L. Mosher shoots along this one:

"Take \$7.50 out of your cash register. Now put it into your pocket.

"Know what it is? That is what we have saved you by refusing so far to sue you for the amount you owe us. It is not less than what the court costs would amount to in case of suit.

"But—if you want to keep that \$7.50 we have saved you, you must send us payment of our account without delay.

"Our attorney has your account, but because we still have faith in human nature, we are not allowing him to serve you with papers for another week."

As a final warning, and no foolin', Mr. Mosher fires off the following. It "is one of the best pulling final letters we have ever used," he declares:

"'ANOTHER LETTER,' yes, and the pity of it is that we had to write you another—that we had to write you more than once to get you to pay an honest debt.

"You have been extended all the time you can reasonably expect for the payment of this account.

"We do not wish to put you to any expense that can be avoided; accordingly

we must request immediate settlement which will save you court costs in a worthwhile amount, and avoid the bother of attending to legal proceedings.

"This is our final letter and we expect to hear from you with payment in full not later than one week from this date."

These quotations are taken from the wealth of material generously contributed by the companies participating in this pooling of ideas. The editors regret that space limitations forbid reproducing all of the letters. To the executives who took the time and trouble to join the exchange, the editors present their thanks.

In the next issue the third part of this symposium contains a selection of letters from a score or more companies illustrating how:

To tell a buyer he's not entitled to a discount because the time limit has expired;

To get necessary credit information from someone who hasn't given enough.

Dust Storms Spectacular but Soil Damage Not Great, Editor Says

BY CLARENCE ROBERTS

Editor, the Farmer-Stockman

DUST storms, born on the high plains and sweeping eastward, made Page One with a bang.

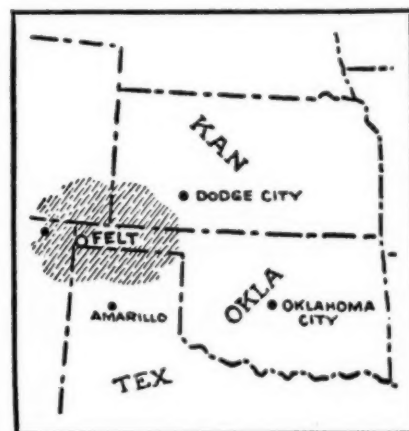
And not without some reason. A No. 1 dust storm is a dramatic phase of nature. In a tenderfoot it produces awe, if not fear. To those of us who long ago ate our pecks of dirt it is a part of a day's work.

The affected area, unfortunately, is located in the corners of five states. Conditions existing there, admittedly bad, are hastily attributed to the whole of those states.

Speaking from Oklahoma, the worst affected area is located 400 miles from the capital. It is a full 300 miles from the recognized center of the wheat belt of the state.

Thus we suffer from the statement that the wheat crop, for instance, in the dust area has been destroyed. So it has. But the main wheat belt has not been in the least affected by the dust. It is in this area that the April 1 official prospect indicated a production of 36,500,000 bushels of wheat for Oklahoma. That estimate, we believe, was fully sustained by recent rains. If so, and if average weather prevails, Oklahoma will harvest the third highest production of wheat in the nation.

I do not suggest that dust storms



Despite the widely publicized dust storms, a comparatively tiny section of Oklahoma, Kansas and Texas is suffering from dust, drought and ruined crops at present. The shaded area of the map marks the only spot where conditions are acute.

are an asset. The damage they do is admitted, but the discomfort is far greater than the damage.

In the area from which the dust belched forth, nature is inclined to be moody. Years of abundance follow years of scarcity.

But if this area has its limitations, so does it have its compensations. Perhaps nowhere can wheat be produced
(Continued on page 605)

Business Paper Has Saved Us Years In Reaching Our Objective"

"In 1928 we decided that our future lay in selling fine shoes direct to the retailer instead of medium grade shoes to a limited number of wholesalers and volume buyers. This decision meant the definite abandonment of an already established and reasonably profitable market, a considerable alteration in the quality and price of our product, an entry into a field where we were unknown and whose methods and policies were largely unknown to us. *From that point on we used business paper advertising regularly.*

"Two years later we were definitely certain that our decision had been right. We were firmly established in the new market. In three more years we had advanced to the top rank among producers of fine juvenile footwear. We had a far more profitable and stable business than ever before.

Says

S. L. SLOSBERG

Vice-President and Sales Manager
THE GREEN SHOE MFG. CO.

"In reviewing this phenomenal progress under the most adverse economic conditions, we recognize the important part that business paper advertising played. It gained acceptance, recognition and respect for us in an incredibly short space of time. Unquestionably, it saved us years in reaching our present position.

"Today business paper advertising is an indispensable part of our business procedure. It is more than a mere selling tool. For furthering and maintaining the respect and good-will of the trade for our company and our product it has no equal. It is constantly at work consolidating the new position we have won—and intend to hold."

ELECTRIC LIGHT AND POWER, *Chicago*
FLEET OWNER, *New York*
FOOD INDUSTRIES, *New York*
HARDWARE AGE, *New York*
HARDWARE RETAILER, *Indianapolis*
HOUSE FURNISHING REVIEW, *New York*
HOTEL WORLD-REVIEW, *New York*
ICE CREAM TRADE JOURNAL, *New York*
IRON AGE, *New York*
JEWELERS' CIRCULAR-KEystone, *New York*
LAUNDRY AGE, *New York*

MACHINERY, *New York*
MILL AND FACTORY, *New York*
NATIONAL PETROLEUM NEWS, *Cleveland*
OIL AND GAS JOURNAL, *Tulsa*
OIL WEEKLY, *Houston*
PROGRESSIVE GROCER, *New York*
RAILWAY AGE, *New York*
RUG PROFITS, *New York*
SALES MANAGEMENT, *New York*
STEEL, *Cleveland*
TIRES, *New York*

Table I: Comparison of Money Spent for New Cars with National Income

	*Money Spent for New Cars	*National Income	% Spent for Cars	% Comparison U. S. = 100
New England	\$ 91,102	\$4,785,008	1.91	— 4
Middle Atlantic	265,222	18,447,746	1.37	— 31
East No. Central....	286,224	13,097,250	2.19	10
West No. Central....	125,343	5,774,318	2.17	9
South Atlantic	143,248	5,510,612	2.60	31
East So. Central....	57,766	2,401,368	2.41	21
West So. Central....	113,398	4,274,094	2.65	33
Mountain	39,652	1,697,884	2.33	17
Pacific	101,325	5,414,718	1.87	— 6
TOTAL U. S. ...	\$1,223,277	\$61,402,998	1.99	—

* In thousands of dollars.

2% of National Income Was Spent for New Passenger Cars in 1934

BY RAY B. PRESCOTT

DURING 1934 the man-in-the-street spent nearly a billion and a quarter dollars, or 2% of his national income, for new passenger cars. All expenses and taxes for the privilege of owning and operating private transportation—old cars still in operation as well as new cars—cost him 9.5%. In 1929 the motoring public paid 11 cents out of every dollar for owning and operating a car, while in 1934 it paid 9.5 cents. This is a much larger proportion of its dollar than it pays for anything else except food, which took 14 cents out of every dollar in 1934. Clothing took only about 4.5 cents, which is less than half the amount the man-in-the-street pays for his transportation.

Naturally every section of the country did not spend the same proportion of its income for cars, as is shown by the table at the top of this page.

This table clearly shows how much of their income the various sections of the country spent for new passenger cars. It seems to indicate clearly which sections of the country have been the most favored by the New Deal. For instance, consider the Middle Atlantic states. This section of the country, which has the largest proportion of the wealth and income, spent only 1.37% of its income for new cars, while the South Atlantic, East and West South Central states spent 2.60%, 2.41% and 2.65%, respectively, of their income for new cars. This is from 21 to 33% higher than the percentage spent by the U. S. as a whole, and nearly double that spent in the Middle Atlantic states.

Even despite the greatly improved purchasing power in these sections, created by the New Deal, everything cannot be working out quite according to Hoyle, because the cotton growers, if all reports are to be believed, are not fully satisfied. And old King Cotton is the principal crop for all these sections.

The East North Central states received some farm allotments, but their gains were primarily due to the greatly increased automobile activity, almost all of which is centered in this section. The West North Central states, which had the drought to contend with last Summer, were able to exceed by 9%

the proportion of income spent for new cars by the U. S. as a whole. This section enjoyed substantial farm allotment money, which accounts for the gains. Pacific Coast states—and New England, as well—showed a decline from the U. S. average.

Now that we have seen what proportion of their income the various sections of the country spent for new passenger cars, it will be equally interesting to see how that money was divided among the several price-classes of cars (See Table II).

In the United States as a whole, 60.6% of the money spent for new cars in 1934 was paid for cars selling under \$650, and 7.2% for cars selling above \$1,250. As one would expect, the farm sections exceeded by from 10% to 20% the average for the United States and the industrial sections of New England and the Middle Atlantic states fell 15% below. On the other hand, these two sections almost doubled the percentage of money spent for cars above \$1,250 over that going for the same priced cars in the farm area. The Pacific Coast is the only other section that spends a greater proportion for new cars than the U. S. average. The distribution of new car sales in the two middle-price groups is quite similar to that of the high- and low-price groups.

The sales of new passenger cars has been found to have a very high correlation with the earned national income. It is equally true that the breakdown of the car sales into price-classes gives an excellent cross-section of the distribution of the incomes of the various sections of the country, which also measures the character of the purchasing power of these sections.

Table II: Sales* of Passenger Cars by Price-Classes

	Under \$650	\$651- \$850	\$851- \$1,250	Over \$1,250	Total
New England.....	\$ 47,319	\$21,138	\$14,098	\$8,547	\$91,102
%	51.9	23.2	15.5	9.4	
Middle Atlantic	136,314	58,484	41,908	28,516	265,222
%	51.3	22.1	15.8	10.8	
East No. Central....	171,004	58,162	37,932	19,126	286,224
%	59.7	20.3	13.3	6.7	
West No. Central....	84,209	21,516	14,101	5,517	125,343
%	67.2	17.2	11.2	4.4	
South Atlantic	96,075	23,292	15,431	8,450	143,248
%	67.1	16.2	10.8	5.9	
East So. Central	42,525	7,827	5,153	2,261	57,766
%	73.6	13.5	8.9	3.9	
West So. Central....	80,800	16,595	10,701	5,302	113,398
%	71.3	14.6	9.4	4.7	
Mountain	24,850	7,745	5,001	2,056	39,652
%	62.7	19.5	12.6	5.2	
Pacific	58,083	20,418	14,874	7,950	101,325
%	57.3	20.2	14.7	7.8	
U. S.	741,179	235,175	159,198	87,725	1,223,277
%	60.6	19.2	13.0	7.2	

* In thousands of dollars.



Typical ads in the counter-attack on electric home washers. Each ad lists all cooperating laundries.

Cleveland Laundries Hit Back at 20,000 Home Washer Sales

CLEVELAND laundryowners viewing with dismay the 1934 sales of 20,000 home washers in the city, decided that something *should* be done about it—and then proceeded to do it.

Kansas City laundryowners were the first to defy washing-machine makers in a battle for the family wash (see SM, December 1, 1934). The results there deeply interested Cleveland owners, but, while they considered those results, laundry volume was continuing to decline. And this situation caused some Cleveland owners seriously to consider price reductions, if not radical price slashing.

A committee was appointed representing Cleveland laundry groups, and the American Laundry Machinery Company in Cincinnati was asked whether they could and would help.

The company recommended a similar campaign, but with prices nearly double the Kansas City rates—10 pounds for 59 cents and 5 cents for each additional pound on Monday and Tuesday, and 12 pounds for 59 cents and 5 cents for each additional pound during the rest of the week. In Kansas City, the rate was 16 pounds for 49 cents.

The campaign ran from December 2, 1934, to March 2, 1935, and the 20 companies, representing 23 laundries, secured 10,105 new damp-wash customers, thus winning in a 13-week period half as many customers as were potentially lost to them through the sale of 20,000 household electric washing machines.

The backbone of the campaign was a series of 13 three-quarter page, full length advertisements, in Sunday issues of the *Cleveland Plain Dealer*. Each advertisement cost \$562.58 and each plant owner signed a 13-week contract with the newspaper for his own share of the expenses. The newspaper collected from the individual plant owners.

One hundred and ninety-three routemen participated in the Cleveland campaign and secured an average of 53.26 new damp-wash customers.

The success of the campaign is attributed to a correlated sales and advertising campaign. Routemen—the salesmen of laundries—played a very important part. Neither advertising alone nor price alone will help the routemen get new customers. They must first be sold on the plan before they can go out and sell it to the public. For that reason, routemen sales meetings are of the utmost importance.

The individual laundries organized meetings of their men, lasting from three-quarters of an hour to an hour and a half, and conducted on an open forum basis. They usually began with an American Laundry Machinery Company staff man giving the campaign results to date, and putting forth any new ideas and thoughts brought to light by other routemen. Sales films prepared by the company were used as visual presentations at three of the series of meetings. The newspaper advertising was reviewed and analyzed for the men. The meetings were usual-

(Continued on page 606)

“...keyed to the national pitch”

that's why

THE **American** MAGAZINE

gained 79,122 readers (average-per-month) 1934 over 1933.

increased its rate of circulation gain steadily during 1934, from February (38,263 gain) to December (126,059 gain).

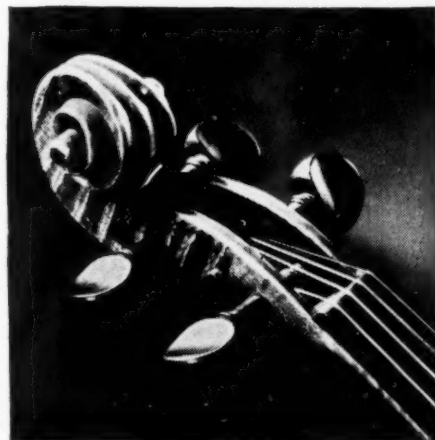
gained 36,000 per issue (average) in single copy sales during this period.

gained 115,395 single copy sales in January, 1935.

delivered to advertisers during 1934 a cumulative circulation bonus of 3,003,925 over rate basis.

* * *

No other magazine in its field can approach this American Magazine record of gains



How to Turn Buyers' Objections into Orders

BUYERS' objections are not to be feared, if only you know how to handle them. In fact, there are a number of very decided benefits which can be credited to many objections.

Among these benefits are the following:

They show that the other man is really interested.

They bring out into the open points which need to be discussed.

They give you an opportunity to make additional points.

They provide you with a clue to what especially interests the other man.

They may open up a short cut to convincing your man.

They give you an opportunity to build increased confidence for yourself and your proposition.

The man who lets you sail blithely on through your story without ever raising his voice may not be 100% convinced of the soundness of your argument. The chances are that he is not listening very intently, and the points you are making probably are not sinking in very deeply.

"Every Kick a Boost"

When you get through your process of convincing such a man, he is likely to agree with you, but such shallow conviction may not last. After you have left him, he may get to turning it over in his mind, or someone else may seek to persuade him to a stand contrary to the one you have been contending for. Then, if his agreement with you has been only on the surface, it is likely to evaporate.

An objection may be looked upon as a healthy sign. It shows that the other man is thinking seriously of your proposition: He is weighing your arguments in his own mind to see if they ring true, and if you are sure of your facts you need have no fears.

Very possibly in the course of your discussion, you have not made as full and complete an explanation as you should have. Some things you may have taken for granted, as you proceeded with what you had to say. The other man, however, does not take them for granted. Those very things seem important to him and he wants them enlarged upon. The objection which he raises provides you with a very practical index to the places where your argument may be weak and

shows you what points need discussion.

These objections which the other man raises, in fact, may provide you with a splendid opportunity to make points in addition to those which you had intended to make. When you get through answering his criticisms, you may have done a more thorough job of convincing for the very reason that the objections were raised.

Aside from bolstering your own chain of reasoning in places where it may be weak, the other man's objection serves the valuable purpose of showing you where his interest lies. Is he actuated by fear, by a desire to make money, by vanity, by affection? The answer you may read in his objection, and you may govern the rest of your discussion accordingly. Without his objection you might have been left in the dark and might be taking the wrong course toward influencing him.



The approach, the presentation, the close of the sales story are all vital parts of salesmanship; but more delicate than the technique of any of these is the technique for meeting and handling objections. Here is a good article about objections. Use it as the basis of one or two sales meetings to give your men a fresh slant on this perplexing subject.

BY

MILTON WRIGHT

While in some cases an objection delays the process of convincing a man, in others it hastens it. At times you may find yourself proceeding carefully and painstakingly in order to have the other man get every point clearly. He may interrupt you with an objection which indicates to you that there is a mass of information which he takes for granted; you are not obliged even to mention certain points, much less prove them. His objection may show that there is only one obstacle remaining in the path of complete agreement with you. Answer this one objection and your objective is attained. The objection has proved to be a short cut.

By no means the least of the benefits to flow from an objection is the fact that it gives you an opportunity to build increased confidence in the mind of the other man. This is true, of course, only in the event that you answer his objections thoroughly and satisfactorily. The more objections he raises and the more he sees how completely and easily you sweep each one away, the more convinced he becomes. It is not uncommon for a man to raise objections not because he believes in them, but solely for the purpose of seeing them demolished.

Types of Objections

Having seen, then, that objections really may be opportunities in disguise, let us assemble a group of objections to see what they are like and what causes them.

When the salesman is interrupted in the course of his selling talk, he may recognize that the objection is one of the following:

1. Not enough reasons for buying.
2. An objection arising in the personality of the customer or in the particular trying position in which he is situated.
3. Competition.
4. Price.

You want to sell a manufacturer a machine, we will say. He objects to buying because he doesn't see how it will fit his needs; that is, he lacks information. He won't buy because he once had an unfortunate experience with your company, or because he's still paying installments on his present machine and can't afford to buy a new one. That is, his objection is rooted in circumstances peculiar to him.

He may be considering making a change, but thinks someone else's machine is better than yours. There we have the objection of competition. Finally, he may balk because the price is too high, an objection to a very important detail, and one of the most frequent objections found in selling.

(Continued on page 595)

...and **F**irst in Philadelphia in 1935



1935 marches on for the EVENING LEDGER! As it did in 1932, 1933 and 1934, the EVENING LEDGER leads all Philadelphia newspapers, including those published seven days, in Total Display advertising. Are *you* reaching the newspaper readers of Philadelphia who are spending money?

EVENING PUBLIC LEDGER

More news for readers . . . more sales for advertisers

NEW YORK:
Hugh Burke, 60 E. 42nd Street

CHICAGO:
John E. Lutz, 180 North Michigan Avenue

MAY 1, 1935

[589]

Read the Radio Research Issue of Market Research

The May issue of **MARKET RESEARCH** will be the most complete and up-to-date statement of radio research technique available anywhere. Read the list of contributors—note that they comprise the leading lights of radio research:

The Laugh Laboratory
by Eddie Cantor

An Audit Bureau for Radio Broadcasting
by Herman S. Hettinger, National Association of Broadcasters

The Inter-Relationship of Radio Audience Surveys
by E. P. H. James, National Broadcasting Company

Radio Audience and Size of Sample
by Daniel Starch, Daniel Starch and Staff

Variety of Methods Needed to Suit Individual Requirements
by Archibald Crossley, Crossley, Inc.

Advantages of Printed-Roster Method
by Paul W. Kesten, Columbia Broadcasting System

Listeners Vote to Curtail Commercials
by Marion K. Nolan, Market Research Corporation of America

The Market for Television
by Noran Kersta

The Clark-Hooper Coincidental Radio Survey
by Gerald W. Tasker, Newell-Emmett Company

Variation in Radio Listening According to City Size
by Pauline Arnold, Market Research Corporation of America

If you are not a subscriber, why not send in your dollar (foreign two dollars) so as to be sure to get this and following issues, each of which will be replete with similarly excellent material? Remember this is the only publication in which you have complete, up-to-date facts about market research.

MARKET RESEARCH,
Rockefeller Center, New York, N. Y.
Please enter my subscription to **MARKET RESEARCH** for one year:

I enclose \$1..... Bill me for \$1.....

Name
Company
Street
City State.....

Snapshots

GENERAL FOODS waves its wand and presto, Jiffy—a jelly without fruit juice. "It has in it natural fruit pectin (the substance in fruits that makes jellies jell) and just the right amount of delicious, concentrated fruit flavor. . . . One package of Jiffy costs only 15 cents. Two cups of water cost nothing. Three cups of sugar cost about 10 cents. That's all you need to make 5 glasses of wonderful Jiffy." Only 10 minutes are needed to make the jelly, as it is boiled a half minute. Before putting it into national distribution, General Foods is trying out Jiffy in 1,500 Pittsburgh groceries, with weekly ads in the dailies.



. . . And why Seeman Brothers chortled.

SEEMAN BROTHERS, "White Rose" foods, feel bucked up no end because London's famous Fortnum & Mason "feature those of our foods which are especially novel to English epicures—chicken à la king, tomato juice, sweet corn, Consommé Madrilene, succotash. . . . Quite as exciting to Londoners as Fortnum & Mason's Yorkshire pie is to us. . . . There's no tariff on White Rose foods here in New York." Some 5,000 grocers in Metropolitan New York will tie-in with the ad by window displays.

DRY MILK COMPANY, subsidiary of the Borden Company, sounds cymbals for a new fish lure, which "enables anglers to attract salt or fresh water fish through the fish's appetite for milk." The milk is processed into thin flakes which, when placed in streams, are turned over and over . . . and have the appearance of little

schools of flickering bodies." Lurem Fish Lure and Chum is the trade name. Thoughtful Izaak Waltons will take care to give their catches this milk diet.

SINGER SEWING MACHINE branches out: "You sew with a Singer, clean with a Singer. Two new vacuum cleaners, so powerful that once-over gets all the dirt. Floor-type and hand cleaner." The sewing machine sales organization is handling the vacuum's distribution.

Farmers will no more "homeward plod their weary way." At the national equipment displays, at Wichita, Kansas, the Hula Brothers, of Medford, Oklahoma, exhibited a "tractor of the future." On a regular Allis-Chalmers farm tractor they mounted a cab that is air conditioned, sound-proof, to give good radio reception for its radio, and with a cigar-lighter on the instrument panel. City folks who thought (Ptoocoy!) that farmers chewed cut plug as they harrowed the south forty, please take notice.

SALES MANAGERS' ASSOCIATION OF PHILADELPHIA elects the following officers for the coming season: President, W. A. Gilman, of N. W. Ayer & Son; vice-president, W. D. Gillen, Bell Telephone Company, of Pennsylvania; treasurer, J. LeRoy Smith, W. B. Saunders Company; secretary, Howard G. Ford, W. H. Hoedt Studios, Inc.

LOUISIANA STATE RICE MILLING COMPANY, Abbeville, Louisiana, and KELLOGG join forces to tell the world that the latter's rice Krispies are made of the former's Water Maid rice. The campaign runs through July in farm and general magazines.

HOLLAND FURNACE COMPANY, Holland, Michigan, is all steamed up over its "simple device installed in your present warm-air furnace at remarkably low cost, brings a totally new air conditioned comfort to your home. . . . In Summer, circulates clean air. In Winter, no more zero weather register hugging. Operates for as little as six cents a day."

GLENN H. EDDY, advertising and sales promotion manager of the Ohio Brass Company, joins the Hagan Corporation, Pittsburgh, to promote Calgon water softener products and Hagan combustion control equipment. Formerly he was with the Link Belt Company, Chicago. He is a director of the National Industrial Advertisers Association, and a charter member of the Engineering Advertising Association of Chicago.

SALES MANAGEMENT

UNION PACIFIC-CHICAGO & NORTH-WESTERN railway's crack train between Chicago and Denver is the "Columbine, Flower of Travel Comfort." Therefore souvenir packets of Columbine seeds are given to passengers. The hardy perennial will remind travelers of the line long after the journey is but a memory.

SURE CURE FOR THAT EMPTY FEELING

UNDERWOOD's, "the original deviled ham," has a new table jar for serving the "snack with a smack to it." Connoisseurs of fetching headlines will nod approvingly at the artful type-jugglery atop the ad. The "R's" in "sure" and "cure" are, of course, similar to those of a doctor's prescription and the "empty" gets over the idea instantner.

ATWATER KENT MANUFACTURING COMPANY steps jauntily into a crowded field by introducing its first line of electric refrigerators. BBDO handles the advertising.

T. ALBERT POTTER, president of Elgin National Watch Company, estimates that 2,800,000 young people will graduate from schools and colleges this June and 230,000 organs will play "Here Comes the Bride" in May and June alone. Therefore, his firm is attempting to give all, or nearly all, of these graduates and newlyweds watches by a magazine campaign. The ads are aimed at the young folks' relatives, who will do the actual giving.

COPPER & BRASS RESEARCH ASSOCIATION, according to Secretary Bert-ram B. Caddle, sent a broadside of 12 ads to 2,200 dailies recently. The newspapers sold these ads to local dealers in copper and brass for a clear gain of 140,000 lines. Smiles on the faces of newspaper pubs, dealers, Mr. Caddle, and the eight members of the C & B Association.

"PUFF SHEETS," crammed with laudatory articles, wretchedly printed, and sold to credulous individuals and companies at the highest obtainable price, are as active as a nest of cockroaches, the National Better Business Bureau warns. Frequently SM is questioned, by subscribers, about some such publication with a high-sounding name. To date all of the sheets investigated have been revealed as petty rackets. Yet the supply of suckers seems to be inexhaustible.

MAY 1, 1935

DO YOU KNOW

what impression your advertising makes on women readers—and whether that impression is alike in every part of the country?

DO YOU THINK

that advertising which leads in favorable impressions always creates greater sales?

DO YOU HOPE

that your advertising creates impressions lasting enough to warrant sixty- or ninety-day lapses between campaigns?

DO YOU WANT

to know whether your advertising has equal favor with your competitors' ads?

DO YOU KNOW

what **kind** of advertisements leave favorable or unfavorable impressions on the reader?

10,000 WOMEN HAVE SPOKEN.

Without prompting or suggestion, they told us what product advertising does and does not impress them favorably. They also told us the magazines they read. We have collated and tabulated their statements—by age, by income, city size, section of the country, and by magazines in the home.

YOU CAN HAVE THEIR ANSWERS

assembled in eight report studies. Separately, for from \$35 to \$150. In complete form, with all the available breakdowns, for \$500.

PRICE SCHEDULE FOR ADVERTISING STUDY OF 10,000 WOMEN

	Totals only	Each additional breakdown (5 available)	Total charge for complete report
Foods	\$75.00	\$15.00	\$150.00
Drugs and Cosmetics ..	75.00	15.00	150.00
Alcoholic Beverages ..	35.00	7.00	70.00
Cigarettes, Tobacco ..	35.00	7.00	70.00
Autos and Accessories ..	35.00	7.00	70.00
Gas and Oil	35.00	7.00	70.00
Soaps, Cleansers, Disinfectants	35.00	7.00	70.00
Household Equipment and Furnishings	35.00	7.00	70.00
Purchased as a whole	300.00	40.00	500.00

Available breakdowns are:

- By age.
- By income.
- By city size.
- By section of the country.
- By magazines in the home.

Market Research Corporation of America

Rockefeller Center

1250 Sixth Avenue, New York, N. Y.

Circle 7-1657

Attitude Toward Commercial Advertising on Radio Programs

(Continued from page 568)

RADIO PROGRAMS	MOST ACCEPTABLE			MOST OFFENSIVE		
	No.	No.	Per Cent	No.	No.	Per Cent
Dr. Miles Laboratories—Alka Seltzer—Uncle Ezra	4	50.0	..	4	50.0	..
Sinclair Refining Company—Sinclair Greater Minstrels	4	80.0	..	1	20.0	..
Health Products Corporation—Feen-a-Mint—National Amateur Night	4	50.0	..	4	50.0	..
Kraft-Phenix Cheese Corp.—Paul Whiteman's Music Hall	4	66.7	..	2	33.3	..
Lucky Strike	4	80.0	..	1	20.0	..
Armco Band	4	100.0
Woodbury—Bing Crosby	4	80.0	..	1	20.0	..
Barbasol—Edwin C. Hill	4	80.0	..	1	20.0	..
Jergens Journal—Walter Winchell	3	42.9	..	4	57.1	..
Wheatena Corp.—Wheatenaville	3	75.0	..	1	25.0	..
Vicks—Plantation Echoes	3	42.9	..	4	57.1	..
Plough, Inc.—St. Joseph's Aspirin—Guy Lombardo	3	25.0	..	9	75.0	..
Philip Morris—Leo Reisman	3	12.5	..	21	87.5	..
R. B. Davis—Cocomalt—Buck Rogers	3	42.9	..	4	57.1	..
Princess Pat Players	3	42.9	..	4	57.1	..
Metropolitan Life Tower Health Program	3	100.0
General Mills—Bisquick—Betty and Bob	3	11.5	..	23	88.5	..
Swift & Company—Garden program—Mario Chamlee	3	100.0
Real Silk Hosiery Mills—Silken Strings	2	40.0	..	3	60.0	..
Borden's—Beatrice Lillie	2	66.7	..	1	33.3	..
Pacific Coast Borax Company—Death Valley Days	2	100.0
Montgomery Ward & Company—Immortal Dramas	2	100.0
Carborundum Band	2	100.0
Bayer Aspirin—Lavender and Old Lace	2	66.7	..	1	33.3	..
Studebaker—Richard Himber	2	66.7	..	1	33.3	..
G. Washington Coffee—Sherlock Holmes	1	50.0	..	1	50.0	..
Wander Company—Ovaltine—Little Orphan Annie	1	16.7	..	5	83.3	..
Acme White Lead Company—Smiling Ed McConnell	1	33.3	..	2	67.7	..
Centaur Company—Fletcher's Castoria—Roxy and His Gang	1	50.0	..	1	50.0	..
Corn Products Refining Company—Linit Hour	1	50.0	..	1	50.0	..
General Baking Company—Bond Bread Tea Shop	1	50.0	..	1	50.0	..
Gulf Refining Company—Headliners	1	100.0
Hudson Terraplane—Kate Smith	1	14.3	..	6	85.7	..
Life Savers—Diane and Her Life Saver	1	100.0
Macfadden Publications—Liberty Magazine	1	100.0
Eno Crime Clues	1	33.3	..	2	66.7	..
Kleenex—Mary Marlin	1	16.7	..	5	83.3	..
Socony—Soconyland Sketches	1	100.0
Wasey Products—Kremi, Zemo—Voice of Experience	1	25.0	..	1	75.0	..
Wyeth Chemical Company—Jad Salts—Mrs. Wiggs of the Cabbage Patch	1	50.0	..	1	50.0	..
Wyeth Chemical Company—Hill's Nose Drops—Hammerstein's Music Hall	1	100.0
American Radiator Company—Fireside Recital	1	50.0	..	1	50.0	..
The Hoover Company—Sentinels Serenade	1	100.0
S. C. Johnson Company—House by Road	1	100.0
Old Gold	1	100.0
United Drug Company—Rexall—De Wolfe Hopper	1	100.0	..
Chappell Brothers—Ken-L-Ration—Little Jackie Heller	2	100.0	..
Kellogg—Singing Lady	1	100.0	..
Crazy Crystals—Carefree Carnival	31	100.0	..
Edna Wallace Hopper—Romance of Helen Trent	2	100.0	..
Bisodol—Everett Marshall, Victor Arden	4	100.0	..
Ex-Lax—Big Show—Block & Sully, Gertrude Neissen	12	100.0	..
Grunow Company—Minneapolis Symphony	2	100.0	..
Kolynos Company—Just Plain Bill	15	100.0	..
Hinds Honey & Almond Cream—Hinds Club Romance	1	100.0	..
Macfadden Publications—True Story Magazine	1	100.0	..
Phillips' Milk of Magnesia—Waltz Time	1	100.0	..
Rem	7	100.0	..
Pinex—Little Jack Little	3	100.0	..
Dr. Lyons	1	100.0	..

*Company not on air during period of survey. Listeners either remembered 1934 program or confused product with another cigarette.

(See page 594 for continuation of this table)

Listeners Analyze and Rate Selling Parts of Radio Programs

(Continued from page 568)

petitor as the most acceptable, and was mentioned by 27.3% of all those interviewed. Lady Esther has the dubious distinction of being rated the most offensive commercial, with 141 negative votes, the nearest competitor being the Fleischmann-Vallee hour, with 49.

The Jello and Lady Esther commercials represent two extremes. Jack Benny and his associates mention Jello frequently, but always in a light, frequently a kidding, vein. Lady Esther likewise mentions her product frequently, but always in a deadly serious vein. Listeners are never at a loss to know what product is being advertised on either program. Both products are rated as radio successes from the point of view of sales. The Lady Esther program is found most offensive by Class 1 and 2 families (higher income groups) and it is in these two groups that her product has least acceptance. In the Summer of 1934 the Market Research Corporation of America made a Home Inventory survey in 4,500 homes, and the contrast between users of Lady Esther products and the degree of acceptability of her radio announcements is shown below:

Class of Home	"Most Offensive" Radio Announcement %	Users of Product %
1	19.4	6.8
2	15.2	11.5
3	10.2	17.2
4	7.4	15.8

The Jello-Jack Benny program was "most acceptable" to the medium income groups (2 and 3).

Maxwell House, on the Home Inventory, showed a decided decline in its use in the lower classes, which corresponds to the acceptability of the commercial, as shown below, which was decidedly higher in the upper classes.

	%
Class 1	4.2
Class 2	3.8
Class 3	3.0
Class 4	1.9

This indicates that the Maxwell House commercial is successful in appealing most strongly to its most responsive market.

Two programs with a high "most offensive" rating, differ in trend

(Continued on page 594)

SALES MANAGEMENT



BIG FAMILIES . . FEW
DOCTORS NEAR . . MEANS
BIG MEDICINE CHESTS



MONEY TO SPEND, NOW,
FOR LOTIONS..POWDERS..
CREAMS .. ROUGES

Are You Neglecting 1 MILLION OF THE BIGGEST DRUG STORE CUSTOMERS?

*.. You Are .. Unless You Are in the ONE Magazine Written
For the 40% of America's Women Who Live in Rural Areas!*

DO you want to sell more through drug outlets this year? Then let *The Farmer's Wife* tell your story to farm women!

The average farm family's income, in spendable cash, has nearly doubled in two years. More money for luxuries—like cosmetics, for instance! It's going to be spent with somebody. Farm women are just as anxious to be attractive as city women. They use just as many beauty items. More,

probably; for there are few beauty parlors on farms.

More money for every type of drug product, too! Good season or bad, every farm woman has to make more family drug purchases than the city woman. Accidents and sickness strike oftener. Families are bigger. And doctors are fewer and farther away.

There is actually but *one* women's publication written for and concentrated in the farm field! A score of women's magazines fight for town coverage, sending, with rare excep-

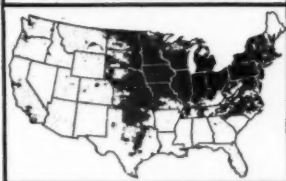
tions, only a fringe of circulation to the farm. Such of their circulation as reaches farms isn't ever written for farm women. Only *The Farmer's Wife* deals specifically with the health, beauty and fashion problems of the farmer's wife and daughter. Only *The Farmer's Wife* sends nearly 90% to the real farm homes.

Call in the nearest *Farmer's Wife* representative today for details of the sales increases you can find in this rich farm field. He has facts you need for your sales program.

FASTEST-GROWING SPENDABLE INCOME PER READER

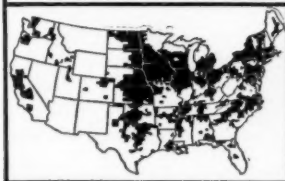
Farm product prices are up as everyone knows. And farm "fixed charges" are down. Reliable estimates say interest and taxes are down 350 million dollars! Farm women have been waiting 5 years for a chance to spend money on themselves. Now they have the money, don't think they're not going to spend it! See to it that they spend it for *your brand*!

FARMER'S WIFE CIRCULATION



It's no coincidence that *The Farmer's Wife's* circulation parallels the 1289 rich farm counties. Our unique plan of circulation control acts to weed out low buying power at the very start.

1289 RICHEST FARM COUNTIES

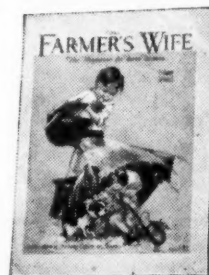


The FARMER'S WIFE

"The Woman's Magazine With Fastest Growing Reader Income"

WEBB PUBLISHING COMPANY

NEW YORK 405 Lexington Ave. CHICAGO 307 N. Michigan Ave. ST. PAUL 55 E. 10th St. SAN FRANCISCO 155 Montgomery



Attitude Toward Commercial Advertising on Radio Programs

(Continued from page 592)

RADIO PROGRAMS	MOST ACCEPTABLE			MOST OFFENSIVE		
	No.	No.	Per Cent	No.	No.	Per Cent
Chain Programs.....	..	4	100.0
N. B. C. Programs.....	..	2	100.0
Morning Programs.....	1	100.0	..
Local Programs.....	40	100.0	..
Cigarette Advertising Programs.....	..	1	16.7	..	5	83.3
Laxative Programs.....	9	100.0	..
Programs offering prizes to children.....	2	100.0	..
Auto Programs.....	..	1	50.0	..	1	50.0
Cosmetic Programs.....	..	1	14.3	..	6	85.7
All Tooth Paste Programs.....	2	100.0	..
Children's Programs.....	4	100.0	..
Liquor Programs.....	3	100.0	..
Programs which cannot be identified, mostly local Programs.....	..	52	17.3	..	248	82.7

among income groups from the Lady Esther program.

	"Most Offensive"	
	Crazy Water Crystals	Fleischmann's Yeast
	%	%
Class 1	3.3	3.6
Class 2	3.8	5.5
Class 3	2.2	5.5
Class 4	5.6	7.4
Average	3.2	5.0

The relation between estimated length of program and "most offensive" is brought out clearly in an analysis of two programs with a high number of "most offensive" mentions—Lady Esther and Fleischmann—and two with a good "most acceptable" rating—Maxwell House, and Chesterfield.

	0-3 1/2 %	4-7 1/2 %	8 and over %
Lady Esther (unfavorable mentions) ...	34.8	58.2	7.0
Fleischmann (unfavorable mentions) ...	30.6	67.4	2.0
Maxwell House (favorable mentions) ...	54.2	42.9	2.9
Chesterfield (favorable mentions)	50.0	43.8	6.2

This indicates that the longer the listener believes the commercial part of the program to be, the greater the likelihood that it is annoying, if not downright offensive.

Generally speaking, the most popular programs, as measured by current studies of listeners, are also among the most mentioned by those who answered the question about commercial announcements. Lady Esther is an exception—as are Wrigley, General Motors, Gulf, Baker's Broadcast, Plough,

Crazy Water Crystals, Palmolive, and Kraft-Phenix.

Comparing the ten most popular programs on the air today with the ten mentioned most frequently in this survey, five were included among the "most acceptable" announcements, and three among the "most offensive."

Eddie Cantor, who is both a good entertainer and a good business man, told the Sales Executives Club of New York last month that he thought Henry Ford was the smartest advertiser in America, because of his ability to present his advertising message "painlessly." Radio listeners agree with Eddie. Ford programs received an exceptionally high rating as "most acceptable."

This study points to a distinction which may be drawn between familiarity with a program and familiarity with a sponsor. You may be asked today what programs you listened to last night, and you might answer, "Rudy Vallee and Show Boat." Such an answer would help to measure the listening audience of the programs, but *perhaps* you knew that the sponsors were Fleischmann's Yeast and Maxwell House Coffee, and perhaps you didn't.

The answer to the question asked in this survey left little room for doubt as to the sponsor. It would be difficult for listeners to answer the question without knowing the product being advertised.

This survey raises a question: Is it possible for a sponsored program to have a very high popularity rating and yet be a poor program from a sales-results standpoint (disregarding "mer-

chandising" and considering only what goes out over the air)—and, conversely?

Commercial announcements create acceptance—or indifference—or Bronx cheers. This survey definitely suggests a new methodology for determining the reaction, but the question may be raised whether 982 listeners are a large enough sample to serve as a measure of anything except the validity of the method. A larger group might show marked differences in the reactions to individual programs.

The answers of the 982 typical listeners are, however, confirmed in the main by the answers to the same question which were made by account executives and radio directors of advertising agencies. These thirty-five agency men rated the announcements (leading positive and negative reactions) as follows:

	Most Acceptable	Most Offensive
Jello	10	..
Ford	8	..
Texaco	3	1
General Motors ...	2	..
Ivory Soap	2	..
Cities Service	2	..
Lady Esther	1	10
Alka Seltzer	1	4
Fleischmann	1	3

Note that among both experts and average householders Jello and Ford are "most acceptable," and Lady Esther "most offensive."

Some of the answers—as shown in the tabulation at the end of the list of identified programs—were of a general nature, such as mentions of all local programs, all laxative programs, all cosmetic programs, as being "most offensive." Programs which could not be identified, most of them local programs, polled 52 favorable votes and 248 unfavorable.

Percentages have been worked out for the convenience of readers, but they have no real significance in the case of programs receiving only one or two mentions. Here, it would seem, the real significance is in the scarcity of mentions.

Blanchard Joins Quigley

Myron H. Blanchard has joined the Quigley Company, New York. He will handle the publicity and advertising of the firm's Hytempite, Insolbrix, Q-Chrome and other products in the industrial field. Formerly, Mr. Blanchard was with the McGraw-Hill Company, doing copy, sales promotion and sales work. He also spent several years in the steel industry doing metallurgical and sales work.

National Sugar Promotes Castle

Charles B. Castle has been appointed assistant general sales manager of the National Sugar Refining Company. His former post of western sales manager will be taken over by Rosewell Truman and Louis Derryberry.

SALES MANAGEMENT

How to Turn Buyers' Objections Into Orders

(Continued from page 588)

Let us see what is in the mind of the objector. It may give us a hint as to the best way of handling him. In almost every case, we will find that the objection shows one of the following situations:

1. The other man is partly convinced, but wants more assurance.
2. He is merely exercising a defensive habit; he is accustomed to raising objections in cases of this kind.
3. He is dickering to get a better bargain.
4. He has honest doubts of the merit of what you are advocating.

In actual practice those reasons are easily identified, for example:

"Yes, it's a nice house and the price is right, but I'm afraid it's too far out from town," says a home seeker, illustrating the first kind of situation.

"No, my wife doesn't want to buy a book; she has a book," says the head of the family, illustrating the second kind.

"She looks spavined, a bit sway-backed and she has all the evidences of being a wind-sucker," says the horse trader, trying to strike a bargain, and thus illustrating the third motive.

"Young man, I don't see how you could support my daughter if you were to marry her," says the discouragingly practical father, illustrating the fourth, or honest doubts motive.

Don't Sidestep Objections

You may set it down as a fundamental principle that if objections arise, they must be answered. You cannot ignore them and you cannot sidestep them. You must answer them not in generalities but specifically. You must meet the issue squarely. Whether you give the other man his answer immediately or later in the course of the discussion, is a matter of tactics depending upon the circumstances of the particular case.

In answering an objection, you have two purposes in mind which are mutually dependent upon each other: You want to make the other man more favorably disposed towards you, and you want to win the immediate point at issue. With these purposes in mind, you should observe the following five rules:

1. Get at the *real* difficulty.
2. Make your answer complete and concise.
3. Avoid disputes.
4. Play up your strong point in your answer.
5. Having answered the objection, swing immediately back into the orderly course of the presentation of your case.

Sometimes when a man raises an objection to your proposal, it is merely

MAY 1, 1935

We received a letter addressed to the "HEAD MIND READER"



"OPEN it" we said to the secretary who was puzzling over the envelope. It was a letter from a man who had stopped at one of our hotels the week before.

"Tell me," he wrote, "do you read everyone's mind, the way you read mine? From the minute I stepped in the door, you were always a jump ahead of me. The bellman who took my bags asked right off, 'Are you expecting any letters or telegrams, sir?' *I was*. Then, 'Would you like me to help you unpack, hang up your clothes?' *I would*. And as he was leaving he wanted to know if I wanted immediate valet service. *I did*. And when my suit came back, darned if you hadn't vacuum cleaned the tobacco out of the pockets, the dust out of the trouser cuffs and even put a packet of matches in the right pocket.

"There were hands waiting on me at every turn—everybody seemed to know what I wanted before I knew it myself. So I am writing this to your Head Mind Reader to thank you for the wonderful service."

Of course we have no such super-man on our staff. We just make it our business to keep our eyes and ears open to learn the whims and wants of our guests. And, by pooling the experiences of all the hotels under our direction, we manage to anticipate a great many of your wants. We are able to offer you luxury at less cost. As you will discover when you visit any of our six hotels.



Hotels directed by NATIONAL HOTEL MANAGEMENT CO., Inc.

Ralph Hitz, President

Chicago Office: 77 W. Washington Street
Washington Office: 830 National Press Bldg.

- In New York **HOTEL NEW YORKER**
Frank L. Andrews, Manager. 34th St. at 8th Ave. 2500 Rooms with radio, tub and shower... \$3.00 and up. Private tunnel to Pennsylvania Station. Modern garage facilities.
- In New York **HOTEL LEXINGTON**
Charles E. Rochester, Manager. 48th Street at Lexington Ave. 801 Rooms with radio and bath... \$3.00 and up. Three blocks from Grand Central Station.
- In Cincinnati **NETHERLAND PLAZA**
William O. Seelbach, Manager. 800 Rooms with radio, tub and shower... \$3.00 and up. Automatic garage in building.
- In Detroit **THE BOOK-CADILLAC**
J. E. Frawley, General Manager. Wm. J. Chittenden, Jr., Manager. 1200 Rooms with bath... \$3.00 and up. Four great restaurants... Convenient garage facilities.
- In Dallas **HOTEL ADOLPHUS**
Otis M. Harrison, Manager. Finest and largest hotel in Dallas. 825 Rooms with bath... \$2.00 and up. Unexcelled convention facilities... Garage in connection.
- In Dayton **HOTEL VAN CLEVE**
H. F. Stevens, Manager. 300 Rooms with bath... \$2.50 and up. Three attractive restaurants... Modern garage in connection.

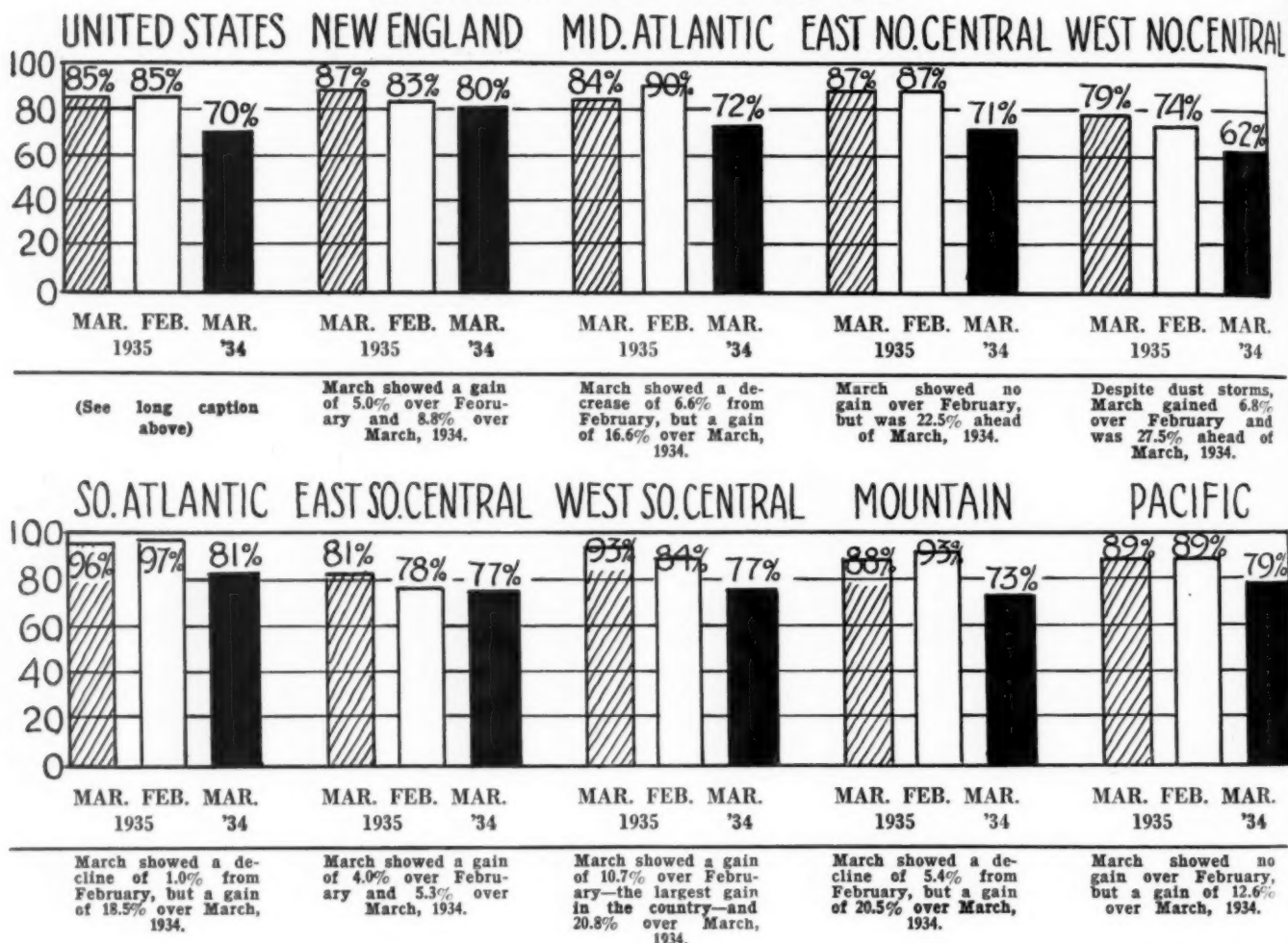
Sales Management's Sectional Index of General Business

(By Geographical Census Divisions. Monthly Average 1923-25 = 100)

BY RAY B. PRESCOTT

(The state of business expressed in terms of percentage approach toward the "normal" average of the years 1923-1925. The horizontal bar represents normal. The designation of districts follows the standard breakdown used by the Bureau of Census. The index numbers used, as determined by Ray B. Prescott, are a weighted composite of bank debits and retail sales.)

UNITED STATES: General business made no gain in March over February, but shows a gain of 21.5% over March, 1934. Except for New England, which registered a gain of 5.0%, all gains made were in the farm sections. Labor troubles still seem to be a disquieting element in the industrial centers. The dust storms, front page stories to the contrary notwithstanding, have not stopped the West North Central and West South Central sections from continuing to gain.



a camouflage for his real motive. He does not want to admit to you that his firm is in a financial condition which makes payment impossible or that he has a brother who is connected with your competitor. Therefore, he professes to see some flaw in what you are proposing.

It will not help much, of course, to overcome the fictitious objection which he raises, for the real objection will still remain. You must, of course, reply to his spoken objection, but this you should do briefly—that is, with as little waste of time as possible in covering the point adequately—and then try to open up the objection which is hidden.

Ask him questions tactfully, first to see if there is something in your pro-

posal he is finding fault with, and then to find out if he is leaning to someone else's proposal. Is it a question of price? Of competition? If it is neither of these, then go over the details of what you have been urging. With a little probing you probably will be able to bring his real objection to light, and when you do, you can take the proper steps to remove it.

It is important, in meeting objections, that you answer them completely and convincingly, so that they will be disposed of once and for all. At the same time, do not spend too much time on them. To go to great lengths to impress the other man that his objection is groundless, is likely to emphasize its importance in his mind. "Methinks he doth protest too much."

he is likely to quote mentally, and he may get the mistaken notion that he has placed his finger on a weak point.

Don't let the objection of the other man serve as the basis for a dispute, even though his objection may be annoying and may even seem to reflect in an uncomplimentary way on the truthfulness of your statements or the sincerity of your motives. Don't let him sting you into a display of temper. Don't be lured into an argument, for such a course leads to ill-feeling and serves only to make the objector more set than ever.

One of the most practical ways ever devised for avoiding an argument in answering an objection is to use the "Yes, but" method. In the first place, it is diplomatic; it is conceding the

other man's statements, and is avoiding arousing his instinct of pugnacity. He can't very well disagree with you if you agree with him.

In the second place, the *yes, but* method tends to disarm the other man. When you admit the soundness of his statement, you are establishing a common basis of agreement; your *yes* becomes not a stumbling block but a step to further agreement.

Let us consider one or two examples of this *yes, but* method to see how simple it really is.

"I'm too busy to serve on that committee," the other man says.

"I know you're a busy man, and that's just why we want you," you reply. "There are no time wasters on this committee and it's you busy, practical men whose advice we need."

"That's a lot of money you're asking," objects the customer.

"And worth it," the salesman replies. "Of course, you could get something cheaper, but you want to be satisfied."

"Oh, Mr. Hemmingway, this is so sudden!" protests the beautiful young lady.

"Yes, but I can't live without you," counters the ardent young man.

"People of that race are not to be trusted," says the narrow-minded man.

"Yes, but there are exceptions," says the other fellow.

"I don't believe in coddling them," says the capitalist.

"Neither do I, but this is an emergency," replies the philanthropist.

So it goes throughout the whole gamut of objections. Try the *yes, but* method. It's only a little thing, but it's practical.

When It Pays to Agree

Don't let an objection become a side issue. If a man says he's too busy, don't get into a discussion with him as to how busy he is. Don't discuss whether the price you ask is a lot of money, but admit it and talk about the bargain he is getting. Don't argue with the young lady as to whether or not your proposal is sudden. Admit it, and blame it on the charm of her personality. At least that is what you should do theoretically; in actual practice the young lady is likely to have complete command of the situation and be directing it in any way she desires.

Your handling of an objection should be constructive and should be done in such a way that it not only clears up the immediate issue, but provides one more reason supporting the decision you are trying to get the other man to make. Every question, in fact, may be looked upon as an opportunity to stress a strong feature of your presentation.

When you have answered an objection, don't stop. A pause acts only as
(Continued on page 606)



A Message to Sales Managers— HOW TO SAVE ON YOUR AUTO COSTS WOULD YOU LIKE TO—

- Reduce your present auto costs substantially?
- Have your salesmen drive new cars every year?
- Eliminate your capital investment in sales cars?
- Avoid continuous arguments about mileage allowances?
- Cut out the complicated car accounting you now have?

The Robinson Auto Rental Company is nationally equipped to fulfill all these tasks at a substantial saving to you, through the use of the following plan:

We will furnish you new Standard Coaches in any part of the country at a flat monthly rate, regardless of mileage run. This includes: All repairs—license plates (for any state in which cars are operated)—fire, theft and collision insurance—tire and road service—winter service (chains and anti-freeze).

We should be glad to have you submit your car problems to us, furnishing the following information:

1. Number of cars operated.
2. States in which operated.
3. Approximate mileage traveled.
4. Amount allowed per mile or month.
5. Amount of property damage and public liability insurance you require your men to carry.

ROBINSON AUTO RENTAL COMPANY

Room 821, Graybar Bldg., New York City

Leading 50 Cities in Spendable Money Income

The editors have prepared in mimeographed form an analysis of the first fifty major market cities in per capita Spendable Money Income. The leading cities are divided into population groups as follows: Over 500,000; 250,000 to 499,999; 100,000 to 249,999. The figures are abstracted from the April 10th Survey of Spending Power.

A copy may be obtained—no charge—address SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

Media and Agencies

Old Reliable

Raleigh, North Carolina, capital of the state, has a population of some 37,700. The Raleigh News and Observer has a circulation of 49,500 and up. It is the only morning and Sunday paper in the world with more readers than the population of its home town. Behind those figures is the story of two fighting editors, of reader interest and loyalty, that is unique in the annals of journalism.

For 50 years, Josephus Daniels and "The Nuisance and Disturber" (as his enemies call the paper) have been synonymous in North Carolina. His friends speak of it affectionately as the "Old Reliable." But for half a century both friend and foe have read it because they knew it carried the news. Its editor "couldn't be bought and he couldn't be scared." Therefore its influence was, and is, immense. Josephus Daniels was always ready to take off his coat and get into a fight. In fact, he practically lived in his shirt sleeves.



Josephus Daniels

He fought for education in 1900, when Governor Aycock was crusading for a decent school system. He emptied vials of vitriol upon the Tobacco Trust, upon county and state grafters, upon the largest and most powerful utilities corporations. One railroad, smarting under Daniels' front page exposure of a freight rate gouge, spent a quarter of a million dollars on a rival paper to put him out of business.

During a recurring attack of Reconstruction (which in North Carolina lasted intermittently until 1900) the News and Observer poured hot shot into the scalawags and carpetbaggers. In that campaign the Red Shirts—a descendant of the Ku Klux—rode by night through districts where Negroes outnumbered whites three to one. Daniels is proud of the part his paper played in restoring "White Supremacy" and putting the Democratic party back in control.

He engaged in knock-down-and-drag-out fights with scores of political factions before and throughout the primaries. But when the mêlée subsided, he could be counted on to vote the straight Democratic ticket.

That is one of his abiding principles: To battle with every weapon for the best man on the ticket, but to support that ticket at the election.

He was one of the earliest admirers of Woodrow Wilson; and his knowing hand at "politicking" before and at the Baltimore Convention of 1912 was no small factor in securing the latter's nomination. After serving for eight years as Secretary of the Navy in Wilson's Cabinet, Mr. Daniels left Washington one afternoon. The next morning he was at his desk in Raleigh.

In 1930 he declined the nomination—equivalent to election—for Governor of the state. Though it was tendered to him practically on a silver salver, he felt that

he could be of more use in his editorial office.

To that office—the door from the street is never closed—came the rich and poor, great and small, a cross-section of North Carolina and the nation. He would swing around in his chair and talk to them in machine-gun sentences, then turn back and scribble off an editorial. He has turned out, amid constant interruptions, as much as 7,000 words of copy in a day, all of it written by hand. Personal journalism did not end with Dana, Greely and "Marse Henry" Watterson.

Josephus Daniels is Ambassador to Mexico now. In his editorial post is his son Jonathan Worth Daniels. Two other sons, Josephus, Jr., and Frank A., run the business end of the paper. Evidently, Tar Heels like the younger Daniels. In the past 18 months the News and Observer has gained more than 13,000 in circulation.

No subscription drives are responsible for this jump. The Daniels boys attribute it to a return of good crop prices to the state. News-Week describes the "Old Reliable's" share in those good times:

"With the market glutted and tobacco prices at starvation levels, the News and Observer saw closed warehouses as the only means of bringing higher prices. In a series of page one editorials, it called for a mass-meeting of the state's tobacco growers. At



International News Photo

Jonathan Daniels, editor of the "Nuisance and Disturber" and his daughter

the meeting a resolution was introduced calling on the Governor for action. The Governor shut warehouse doors, asking South Carolina's Governor to do likewise. The action stirred AAA into activity. Prices shot up, and the southern tobacco belt experienced the first prosperity it had seen in half a dozen years."

Young Editor Daniels has not hesitated to step on many corns, even when the corns were the private property of such goliaths as the Duke Power Company and the textile magnates of the State. The "Nuisance" continues to be a "Disturber" of those

numerous interests which he believes to be greedy, corrupt or unwise. At the age of 32, his is the hand directing the State's most powerful champion of "the little man."

Born in Raleigh, he grew up with printers' ink on both hands. After graduating from the University of North Carolina, he worked on the paper in Raleigh and as Washington correspondent. For a while he was a cub on the Louisville Times. He wanted to get married, but his father set him a task before giving his consent, "Get your license to practice law first. Every newspaper man needs to know law." He studied at Columbia University and came back with the sheepskin. Of course he never intended to practice.

He went to New York and got a job on Fortune. Following publication of his first novel, "Clash of Angels," he was awarded a Guggenheim fellowship and spent a year in Europe at work on another novel. Back again to Fortune, and then South to Raleigh once more. "That's where my life work is, and I might as well get into the harness." When his father went to Mexico, Jonathan Daniels took over the editorial reins. In addition to running the paper, he contributes book reviews to the Saturday Review of Literature, the Nation and other magazines.

Long ago, in the lean days of his youth, Josephus Senior sold a few \$100 shares of non-voting stock to his friends. He needed the cash, but he didn't surrender one iota of control. The outside stockholders received a subscription to the paper as their annual dividend. As the subscription by mail is \$8 a year, the return on their investment was comfortable. Later, when the tug "to make buckle and tongue meet" was not so severe, he repurchased this stock.

At various times the Daniels family has been offered as much as a million dollars for the News and Observer. It has never been for sale. It never will be. Mr. and Mrs. Daniels, the three sons on the paper and another brother, Worth Bagley, who is a doctor in Washington, are the sole owners.

Today, with subscriptions at the highest level in its history, the Old Reliable circulates in some 34 counties in the eastern end of the state. Its own trucks rumble through the dawn with copies of the "Democratic Bible" for breakfast tables as far as 150 miles from Raleigh. AP, UP, NEA, and correspondents in virtually every town and crossroads in the state supply complete news coverage, with particular emphasis on local news.

Advertising revenue, reports the Brannan Company, national representatives, is also climbing along with prices and the market. North Carolina has money to spend—thanks to cotton, tobacco and (the Daniels clan insists) Franklin D. Roosevelt.

Josephus Senior relishes the title of "country editor." His son Jonathan is equally gratified by the designation. But though Raleigh is just a small town, the "Old Reliable" is something more than a country newspaper. Down in Carolina they'll tell you it's an institution—an institution founded and maintained on personality. Tar Heels swear at it, and by it.

Newspapers Reverse Trend

National or general advertisers paid \$162,000,000 for newspaper space in 1934 compared with \$145,000,000 in 1933, a gain of 12.4%, so Edwin S. Friendly of the New York *Sun* told the American Newspaper Publishers' Association at their convention at New York's Hotel Waldorf-Astoria last week. This gain compared with a loss of 9.4% in 1933 as compared with 1932.

Of an estimated total of \$349,055,000, spent by national advertisers in five principal forms of media last year, the report showed 46.7% in newspapers; 32.5% in magazines; 12.2% in general broadcasting; 7.7% in outdoor advertising, and .9% in car cards.

A survey made by the Bureau of Advertising of the A. N. P. A. shows that 87.5% of all the 32,500,000 homes in the country read a newspaper daily.

The Dionne's Start Something

William J. Morton, United States representative for *La Presse* of Montreal, assures us that there is no such thing as a reduced birth rate in French Canada. The average French-Canadian family has at least two children under 12 years of age, one child under six, and one family in every three has a baby under two years of age. This contrasts with one child under twelve in the average United States family. Because of the dearth of books and magazines of assistance to parents in French Canada, *La Presse* started last month a new copyright feature "The School for Parents," which appears in each Saturday's issue.

WJR Shifts; WOR Boosts

Station WJR, Detroit, "The Good Will Station," is shifting from NBC to Columbia. . . . WOR, Newark, is adjusting its rates, effective May 20, as a result of the recent increase in power to 50,000 watts, and a substantial gain in radio sets in its territory. Under its new rate plan a liberal discount system has been worked out (based both on volume and continuity), so that an advertiser can earn a discount the very first day of broadcasting instead of after 26 weeks, as formerly. In addition, an advertiser will receive a 10% rebate at the end of fifty-two weeks of consecutive broadcasting.

Good Housekeeping's 50th Anniversary

With its May issue, called a "million dollar issue," *Good Housekeeping* Magazine celebrates its fiftieth anniversary. Among the special features is an article, "This Golden Half Century," by Sinclair Lewis, who is also 50 years old this year, and "The Professor Looks at Advertising," by James W. Young, formerly J. Walter Thompson partner and now Professor of Advertising, School of Business, University of Chicago. The latter article is heartily recommended to everyone interested in advertising.

Newark News Starts Travel Bureau

The Newark *News*, sensing both the increased leisure and the increased incomes of its readers, has established a Travel and Resort Information Bureau at its main office. Readers are invited to telephone, write or call at the *News* office if they want to take a trip to the furthestmost corner of the globe, or spend a week-end at the shore, mountain or lakes.

MAY 1, 1935

Agency Changes

American Houses, Inc., to N. W. Ayer & Son. . . . *Collier's* to the Ralph H. Jones Company. . . . Narrow-Fabric Company to Oswald Advertising Agency, Inc. . . . The Pompeian Company to Topping & Lloyd, Inc. . . . Reynolds Spring Company to George J. Kirkgasser & Company. . . . Columbia Life Insurance Company to the Keelor & Stites Company. . . . Association of Western Railroads to Reincke-Ellis-Younggreen and Finn. . . . Angostura-Wuppermann Corporation to Fletcher & Ellis, Inc. . . . Midwest Farm Paper Unit to Ruthrauff & Ryan.

People

Walter Mann, frequent contributor to SALES MANAGEMENT, has joined the advertising staff of *House and Garden*. . . . John Henry, for twelve years with *Steel*, has

been appointed advertising manager, and J. W. Howe has joined the New York district sales staff of that magazine. . . . Oliver G. Hendricks has been elected vice-president and director of advertising sales of the Thomas Publishing Company.

Lewis B. Rock, of Chicago, has severed his connection as business manager of the Chicago *Daily News* to become publisher of the Dayton *Herald* and the Dayton *Journal*. . . . Leo A. McPherson has been promoted to assistant general advertising manager of the Cleveland *Press*, and Harry Camp replaces him in charge of food advertising. . . . The St. Louis *Globe-Democrat* has announced the appointment of Wilson W. Condict as national advertising manager, and J. Carr Gamble as assistant advertising manager. . . . Maurice W. Heaton has resigned as business manager of the Long Beach *Sun* to take charge of the Southern California offices of the Williams, Lawrence & Cresmer Company.

10%

IMPROVEMENT

in

National
Conditions

24%

GAIN in

Local Linage
in OMAHA
World-Herald
(Mar. '35 over
Mar. '34)

OMAHA Business is Fine!

Omaha market conditions are so favorable, local merchants increased their World-Herald March advertising lineage 24% over a year ago (compared to only 10% improvement in national conditions).

During this record month, local advertisers used 60.8% of their space in the World-Herald—39.2% in the 2nd paper. National advertisers—65.7% in the World-Herald—34.3% in the 2nd paper.

Here's why: For every 100 Omaha families, there are 96 World-Heralds sold in Omaha every day—85% by carrier boy, alone! DAILY, 127,417—SUNDAY, 125,320 (Feb. 1935).

O'MARA & ORMSBEE, INC., National Advertising Representatives

Omaha
World-Herald

1st

IN CIRCULATION
IN ADVERTISING
IN NEWS
IN OMAHA FOR OVER 25 YEARS

Magazine and Radio Expenditures

Special Report Compiled for SALES MANAGEMENT by Advertising Record Company, Chicago

CLASS	Product Classifications	NATIONAL MAGAZINES				NATIONAL NETWORK RADIO BROADCASTING			
		Apr. Monthly Totals		Apr. Cumulative Totals		Mar. Monthly Totals		Mar. Cumulative Totals	
		1935	1934	1935	1934	1935	1934	1935	1934
1—Automotive Industry		\$ 1,523,862	\$ 1,542,752	\$ 3,449,877	\$ 3,696,056	\$ 397,820	\$ 347,692	\$ 1,168,926	\$ 940,355
2—Building Materials		286,770	292,638	766,809	644,132	30,519	Nothing	77,054	18,541
3—Cigars, Cigarettes and Tobacco		650,134	523,422	1,865,512	1,612,960	306,406	416,331	920,626	1,245,503
4—Clothing and Dry Goods		563,027	412,931	1,317,870	969,371	38,697	35,876	97,321	84,339
5—Confectionery and Soft Drinks		315,262	168,462	716,054	415,894	193,298	133,641	554,900	416,683
6—Drugs and Toilet Goods		2,625,007	2,430,939	8,355,106	7,405,471	1,607,026	1,201,388	4,767,723	3,485,917
7—Financial and Insurance		343,442	249,505	968,423	737,465	41,865	63,922	164,527	186,064
8—Foods and Food Beverages		1,730,071	1,968,557	5,928,585	6,488,808	1,300,042	1,101,444	3,802,160	3,084,934
9—Garden and Field		89,313	75,257	347,894	259,653	11,450	11,000	15,701	16,500
10—House Furniture & Furnishings		1,164,137	866,720	2,303,338	1,810,611	107,235	77,743	189,347	181,553
11—Jewelry and Silverware		109,675	108,576	221,513	194,208	4,978	2,899	12,482	11,773
12—Lubricants & Petroleum Products		237,640	257,809	520,846	525,631	280,544	267,126	770,081	770,935
13—Mach., Farm Equip. & Mech. Supp.		87,161	39,540	232,214	111,557	Nothing	Nothing	8,494	15,040
14—Office Equipment		144,214	109,975	409,568	309,261	27,324	39,950	52,719	103,868
15—Paints and Hardware		167,873	163,221	250,919	305,220	22,337	21,835	58,930	62,557
16—Radios, Phonographs & Mus. Instr.		116,738	107,966	352,188	321,886	95,051	45,236	282,898	131,008
17—Schools & Correspondence Courses		131,376	112,770	523,930	424,242	1,706	Nothing	3,467	Nothing
18—Shoes and Leather Goods		218,249	198,429	372,702	311,215	23,712	Nothing	33,202	Nothing
19—Soaps and Housekeepers' Supplies		753,240	717,330	2,068,588	2,153,736	231,116	190,376	594,780	477,620
20—Sporting Goods		100,593	114,476	338,955	285,450	Nothing	Nothing	Nothing	Nothing
21—Stationery and Publishers		207,548	198,453	637,178	610,945	37,403	18,394	123,747	44,339
22—Travel and Hotels		537,112	459,442	1,258,596	1,209,183	8,949	14,776	18,342	17,446
23—Wines, Beer and Liquors		359,823	259,448	1,079,328	561,686	20,640	25,510	78,477	88,423
24—Miscellaneous		347,283	314,559	1,219,962	912,867	33,433	17,655	84,675	46,471
		\$12,809,550	\$11,693,177	\$35,505,955	\$32,277,508	\$4,821,551	\$4,032,794	\$13,880,579	\$11,429,869

Note—The National Magazines checked total 77 publications, 11 weeklies and semi-monthlies, and 66 monthlies. The monthly totals on national magazines are based on April issues for the monthlies, but including *Vogue*. The other weeklies and semi-monthlies are March publications. All figures are based on the one-time or single insertion rate.

Note—The Network Radio Broadcasting figures cover all national or chain broadcasting carried over the networks of the National Broadcasting Company and Columbia Broadcasting System. The figures cover facilities only and do not include talent.

Talking Points

CALOX, McKesson & Robbins' tooth powder, shies a brick at all toothpastes by asserting, "Calox costs only one-third as much as less efficient dentifrices. . . . The family-size package gives you 304 brushings—six times as many as an average tube of tooth paste." Will Iodent, Ipana, Pepsodent, et al, rub their bruises in silence, or will they launch a snappy comeback?

SUNFED FLOUR MILLS, Minneapolis, is "the first and only flour enriched with Vitamin D. . . . Not merely a trace so that advertising claims can be made, but *abundantly* enriched—as proved and certified by nationally-known research laboratories." Sunfed really ought to mention the name of those laboratories in the large-space ads it is running in Middle Western newspapers.

PETTIJOHN's rolled wheat cereal lets competitors run after the children's breakfast food market and sings its song for adult ears: "Amazing vitality cereal for 'middle-age' people. . . . To be full of the zest of life after 35. . . . Middle-aged systems must have bulk food. Eat for energy, vitality—

yet avoid overweight. . . . For this dangerous age . . . you need the vitality of Pettijohn's. You need its bran to avoid constipation. You need its nerve-vitamin. And its blood-building minerals." With Puffed Rice, Wheaties, etc., concentrating on the youngsters, Pettijohn's, for the moment, has the grown-up field to itself. However, there's one danger about this theme: A few old gaffers of 36 or so may resent being called "middle-aged."

HOUSEHOLD FINANCE CORPORATION, Chicago, pictures a child listening "when you argue about bills. Before a debt problem reaches the stage where reason deserts husband and wife it's time to act. There's something indelible about the heated words that fall on young ears. . . . We help even the most serious case of money mismanagement. Dealings with many thousands of families have taught us to see your problem as you see it and to help you find permanent relief." Signed by "Your Doctor of Family Finances," the ad appears in national women's magazines, whose readers have, doubtless, exchanged plenty of arguments with spouses over bills.

TRUPAK, Haas Brothers' Florida grapefruit in cans, has plenty of nerve.

"You've never tasted grapefruit until you've enjoyed the piquant sweetness of Trupak Florida grapefruit," reads an ad. "Each golden-ripe segment is so tender that you do not chew it . . . just crush it with your tongue! It actually melts in your mouth." The courageous part of this announcement lies in the fact that it appeared in the *Examiner*, of San Francisco, *California*. If the Native Sons and Daughters of the Sunkist State don't have apoplexy at the very idea, they may find Florida grapefruit quite palatable.

REYNOLDS METAL adopts *Fortune's* typography and phrasing in an ad describing this "packaging material of myth-like metal that bends the forces of Nature to man's will. In the Reynolds Research Laboratory . . . tests have been made on shredded coconut, noodles, cheese, chocolate bars, canned milk, dried beef, pipe-tobacco and a list of other commodities from here to Halifax. The reports of these tests challenge belief. We invite you to see such tests made—to prove for yourself that Reynolds Metal is the *savior of flavor*. Manufacturers with packaging problems, or insulating problems are urged to investigate. . . . Leaders in their respective fields will naturally be the first to find out and to

profit by this truly epochal discovery." So deftly is a reader's interest piqued that even an editor, who has no packaging problems, is on the point of writing to R-M "Tell us more."



You'll have NO ACCORDION STOPS... with **BALANCED BRAKES**

When you have to tramp on the brake and your car feels as though it's folding up like an accordion, it's high time to get your Brakes Balanced. Balanced Brakes prevent all distortion sensations. They restore the spirit, speed, smooth steps of safety. You can get your Brakes "Balanced" only where you see the Grey Rock sign. Look for it, and as the last indication of car brake irregularities, there is and must be an experienced mechanic. He will balance your Brakes quickly and economically... and it's nothing to mention. He'll tell you the correct Grey Rock Balanced Brake to give your old brake a new brake action.



UNITED STATES ASBESTOS DIVISION of Raybestos-Manhattan, Inc., MANHEIM, PA.

Clever illustration puts over the idea.

GREY ROCK "Braksets," made by United States Asbestos Division of Raybestos-Manhattan, Inc., "whose products are on an estimated nine out of ten cars on the road today," advises: "When you have to tramp on the brake and your car feels as though it's folding up like an accordion, it's high time to get your Brakes Balanced. Balanced Brakes prevent all distorted-stop sensations." Special honors should be awarded the illustration for its attention-grabbing novelty.

STANDARD OIL OF OHIO ("Bring your car up to Standard") advocates a medal for "Good old cars. Like dependable old friends are many old cars, still good though new years bring new models. A few minutes time out now, to refresh them for Summer with rich Sohio oils and lubricants..." The copy goes on from there right into a sales talk on the proper care and nurture of the aged, but still useful carryall. Actually the older models outnumber the new, and shrewd Sohio is thus bidding for a sizable slice of patronage.

The return of beer made the burp no longer a social *faux pas*. In fact, while we haven't adopted the Arabian custom of the guest being obligated to burp loudly to show appreciation of a host's victuals and beverages, it is considered rather polite to down a stein and burp with satisfaction. The WEST PALM BEACH BREWING COMPANY, however, holds out for ancient etiquette. All its delivery trucks and bottles carry the slogan, "Not a Belch in a Barrel."

MAY 1, 1935



Guest Cruises

to the
WEST INDIES
the **CARIBBEAN**
and **SOUTH AMERICA**



Exceptional passenger comforts on these gleaming white liners—all-outside rooms, real beds, mechanical ventilation, permanent outdoor pools, deck ballrooms, dance orchestras... with service and cuisine that made a reputation!

FROM NEW YORK—A wide selection of cruises of 10 to 20 days—variously to HAVANA, JAMAICA, B. W. I., PANAMA CANAL ZONE, COLOMBIA, S. A., COSTA RICA, GUATEMALA, HONDURAS. Rates vary from \$115 to \$215 minimum. Sailings Thursdays and Saturdays. No passports required.

FROM NEW ORLEANS—Attractive cruises of 9 to 16 days—variously to HAVANA, GUATEMALA, HONDURAS, PANAMA. Minimum rates vary from \$80 to \$143. Sailings Wednesdays and Saturdays. No passports required.

Similar "Guest Cruises" from
Los Angeles Harbor and San Francisco

Also through service from all ports
TO AND FROM **CALIFORNIA**

Apply any Authorized Travel Agency or Pier 3,
North River, or 332 Fifth Avenue, New York.

UNITED FRUIT COMPANY

**GREAT
WHITE
FLEET**

Sales Letters

BY MAXWELL DROKE

Here's a Nominee for the Year's Best Letter Honors

It is not often that I print in these columns a letter as long as the one that follows. It was passed along to me the other day by an associate with the remark, "You recently held up to scorn the *worst* sales letter of the year. Why not a campaign to locate the *best* letter? To start things off, I nominate this." Do you agree?

"I do not see how you can possibly afford to give anything to the New York Orthopedic Hospital this year. Your taxes are terrible; you have dependent relatives; your income has been hit; every kind of appeal is being made to you.

"The pressure is just too much.

"But just one minute before you toss this letter away.

"Twenty-five cents will buy a cast for a club foot. Even twenty-five cents is better than nothing. Even twenty-five cents will give you a little participation in the remaking of these boys and girls.

"What do I mean by remaking?

"Well, take the young lady in the big chair. Miss Peggy R., with the yellow curls. She suffers from Erb's Palsy, a deformity of the shoulder. Hopeless? Not at all. Thanks to treatment at the Dispensary, her arm will be as good as new in less than a year.

"Or, look at Eleanor S., before she was operated on for curvature of the spine, in March, 1932. Then look at her today—straight and tall, and normal—seven years old and on her way to a happy life.

"Of course it costs a lot to straighten a spine—about \$1,300. Just look down this list for a moment and see if there isn't something you would like to buy:

25 cents buys a cast for a club foot

\$4 keeps a child in the hospital one day

\$6 buys a child a spinal cast

\$20 buys a child a spine brace

\$28 keeps a child in the hospital a week

\$100 pays an average patient's stay in the hospital

\$350 endows a bed for one year

\$1,300 buys a straight back for a child with curvature of the spine

\$7,500 endows a bed forever

"I'm like you. I'm just wound up in demands and worries. But I have had occasion to be in the New York Orthopedic Hospital a great deal these past months, through my personal interest in a patient. I have been through the Dispensary repeatedly. Believe me that is one of the great experiences of life—to see those youngsters who were twisted and bent, and so terribly handicapped, and now are being made straight and strong.



Maxwell Droke

Standing Invitation

Mr. Droke is always glad to criticize sales letters and direct mail messages for our subscribers. There is no cost or obligation for this service. Address him in care of SALES MANAGEMENT, enclosing a stamped, addressed envelope.

"You will give some help, won't you? Honestly, there is no place in the world where a dollar works greater miracles. Maybe we're going to have inflation, and then the question will be: What investments are any good? Well, the investments we may make in these youngsters will be good. They will be alive after the storm is over.

"Will you make it possible for one of them to stay in the Hospital for a week? Will you endow a bed for a year? Will you endow a bed forever? Will you buy a cast for a club foot? Please."

In explanation, I should add that the letter is a four-page affair. The inside pages replete with appealing photographs. It will, I imagine, not surprise you to learn that the letter was written by that virile and versatile scribe—Bruce Barton.

A Bright Penny May Be Old; Plus a Bright Idea, It's New

There is, of course, nothing very startling about the use of a bright copper coin as an attention-attracting device in direct-mail solicitation. But I ran across what was to me a new application, the other day, in a mailing piece issued jointly by the *Daily Oklahoman*, *Oklahoma City Times*, *The Farmer-Stockman* and Radio Station WKY. In the upper left-hand corner of the card, as the center of a scintillating "sun," was pasted a bright new penny. Copy said:

An Interesting Experiment

"Close one eye. Look at the sun. Now, take this penny and hold it before your other eye. The sun's rays are blocked. Darkness! That infinitesimal, insignificant thing, a penny, has the power to obscure the mighty sun! Why? Perspective, distance. But the sun still shines! Nothing else is changed. No penny can stop that! It merely impairs the individual's vision. . . . creates an illusion.

and a Dangerous Practice

"With not one in a hundred of Oklahoma's 34,000,000 fertile acres even partially affected by shifting clouds of dust, originating in the Rocky Mountain states, reporters in search of the sensational have let the phenomenon of a dust storm blot out their view of the prosperous 99%. It pays the reporter to look for the dust. It pays you to look for the sun. Good business prevails in Oklahoma now. Good crops are in prospect with rainfall 31% above normal! Auto sales are averaging 300% above last year. Farm machinery 300% to 2000% above a year ago. Don't let dust obscure your business vision!"

Just Apple Sauce? Yes, But This Is the Yum-yum Kind

It may be apple sauce, but I like it! I am speaking of a letter that Haxton Canning Company is sending out, in behalf of their wholesale distributors, to increase the sale of a homely product. It seems to me that the appetite appeal and the specific touch are here handled with uncommon deftness. Mr. S. F. Haxton reports that the letter is registering favorably with the trade.

"That fine old house, J. W. Myers & Company, of Hancock, Maryland, can now supply you with Haxton apple sauce at \$2.50 a case of 24 No. 2 tins. The standard retail price is 13 cents a can, or 2 for 25 cents, giving you a margin better than 20%.

"We sincerely believe that Haxton apple sauce is the finest on earth. It couldn't be made better if it cost three times as much.

"It is made only from choice hand-picked New York State Winter apples, and we don't use them until late in the Fall, when they have the flavor that only frosts bring out. All knotty, bruised or otherwise defective apples are thrown out. Then the perfect apples are washed, pared and cored. Any little specks or spots are removed by hand; then the apples are rewashed, cut and cooked. About three ounces of pure granulated cane sugar are added to each can of sauce. It is like "home-made"—but better.

"But the real secret of Haxton apple sauce quality lies in the fact that in the Wyoming Valley in New York State there are many Northern Spy apple trees. And the Northern Spy apple is considered by most fruit growers the finest flavored apple ever grown. It gives a tang and taste to apple sauce that nothing else will—that just-right mellowness, combined with tartness, that your customers want. By carefully combining Northern Spy apples with our other varieties—Twenty-Ounce, Baldwins, Greenings and others—we are able to impart to the sauce a flavor that cannot be obtained from apples grown in Pennsylvania, Virginia, or other parts of the country.

"Good apple sauce sells well . . . and repeats. Our own sales have increased greatly, solely because of quality. With Haxton apple sauce, you need fear no competition. And don't forget that Haxton apple sauce sells well every month in the year. So be sure to include it in your next order to J. W. Myers & Company, who recommend Haxton apple sauce, because they believe in quality merchandise."

Why shouldn't a note of seasonal timeliness find its way into salesman's advance cards? I've often wondered. Now, I'm delighted to find a Southern wholesale hardware house has adopted the idea. An advance card for April suggests:

Spring has painted peach trees pink, the dogwoods white, and hills with fresh green! Let's follow Spring's example and paint up with gay Heath & Milligan paints!

SALES MANAGEMENT

SM's 3-Minute Report on What Congress Is Likely to Do

Washington, April 26.

FOR many years the unbiased reports of the Brookings Institute have been the accredited diagnoses of various national conditions. Recently, however, one of the reports of the organization was scourged with the epithet of "political propaganda."

The latest publication of the Institute is an analysis and an appraisal of the National Recovery Administration. Its critic is Donald Randall Richberg, temporary and titular head of the committee for administration of industrial recovery.

The report is thorough, and offers not only an exposition of the NRA but an objective analysis and appraisal of every phase of its work. It deals with its administrative mechanism and procedure, its handling of industrial relations, its effects upon the wage structure of the nation, its control of hours of work, its regulation of trade practices, and its effects as a recovery measure.

In certain phases the NRA has been a medium of achievement in the eyes of the Institute's report. They showed increased hourly earnings and a reduction in the ranks of the unemployed by about 1,750,000 as direct results.

Suggested Reforms in NRA

But they also show certain defects wherein reforms might be necessary. Since page-proofs of the volume were sent to the Senate Finance Committee in the process of drafting new NRA legislation, a certain listing of these effects might give some clue to the eventual bill which the Committee will report out to the Senate.

1. Certain codes have extensive non-compliance, and little likelihood of adherence. They should be eliminated.

2. Machinery for compliance and code supervision should be strengthened.

3. Provisions of codes which are obviously unadministrable should be stricken out.

4. Economic analysis and reporting should be cared for by an adequate system.

5. Codes should be drawn more flexibly on more standardized lines and in terms sufficiently general to admit elasticity.

6. Code provisions should be modified to bring them within the scope of "clearly determined criteria of public policy."

7. The administrative agency should be reconstituted.

At the same time, the report approved the improved labor standards created under the NRA and accomplished heightening of business ethics, but "whatever achievements may be credited to the NRA the consequences of its actions are such as to raise grave misgivings."

"Working at high speed under a statute that gave little guidance, and without clear standards of its own, it enacted into law a huge mass of rules and regulations arrived at by a process of bargaining among conflicting interests."

Even General Johnson, spell-binding high-binder that he is, admitted that he had made errors in the administration of the Recovery Act. He agreed largely with the Brookings report.

The President has so far signified his approval of the report to this extent: He has indicated that he will reconstitute and rearrange the form of the Administration bill.

In view of this partial acknowledgment of the justice of the criticisms advanced by Brookings, Mr. Richberg seems to be protesting too much when he assailed the document.

Certainly this is patent: The Senate Finance Committee will read the report with an absorbing eye, and the bill they eventually report will, in great probability, be written with the Brookings report as a reference book.

Too, the Committee is toying with the notion of adopting the suggestions which General Johnson and National Labor Relations Board Chairman, Biddle, recommended, namely divorcing NRA from the reviled section 7 (a) and allowing the Wagner labor disputes proposal to take care of that end of it completely. This has even gone so far in several minds as to allow the Wagner labor board measure to care also for the restrictions to be placed on hours and wages and to admit only fair trade practices and general competitive business under the extended NRA.

It is impossible at this time, however, to indicate a definite bill. Even the Senators themselves, even the NRA, even the President, don't know what the final result will be. This

The ADVERTISING MANAGER makes a hit with the Boss!

GAY JONES - I SEE RETURNS FROM OUR LAST SALES LETTER ARE UP 20 PERCENT. COME RIGHT UP HERE!

YESSIR, HERE'S CASLOW BOND. HE TURNED THE TRICK FOR US. BUT WHAT DIFFERENCE DOES THE PAPER MAKE??

OUR PREVIOUS LETTERS LOOKED "DEAD." CASLOW'S PEPPIER COLORS GET US MORE ATTENTION. THEY MUST HAVE - BY THESE FIGURES

WE USED CASLOW COLORED ENVELOPES TOO - MADE THE ENTIRE MAILING MORE EFFECTIVE. HAM - I'M BEGINNING TO SEE

SEE HOW CRISP AND SNAPPY CASLOW IS? OUR LETTERS MAKE A BETTER FIRST IMPRESSION.

OUR PRINTER SAID HE COULD PRINT BETTER ON CASLOW BOND TOO - AND WE GET CLEANER, SHARPER MULTIGRAPHING. WELL JONES - THAT'S FINE

-AND LET'S USE CASLOW BOND FOR OUR LETTERS FROM NOW ON. THAT'S JUST WHAT I PLANNED TO DO!

BOY - YOU SURE DID PUT ME IN SOLID WITH THE BOSS. WELL - DON'T FORGET TO THANK YOUR PRINTER FOR RECOMMENDING ME.

FREE HELPS IN PLANNING LETTERS

Folder "Hidden Profits" tells how use of the proper colors of paper greatly increased sales letter results. New Caslow Sample Book shows range of 12 action-getting colors available. For free copies, ask your printer or send this coupon to The Munising Paper Co., 1048 Wrigley Bldg. North, Chicago.

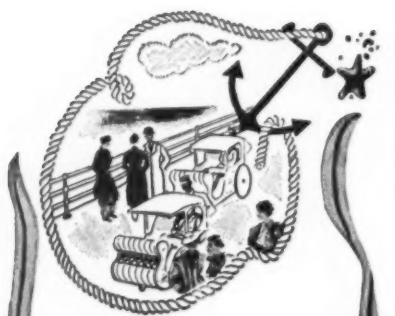
Name _____ Position _____

Company _____

Name of your printer _____ (PLEASE ATTACH YOUR BUSINESS LETTERHEAD)

CASLOW BOND

SPECIFY THIS WATERMARK FOR ALL ADVERTISING LETTERHEADS



MIX
SAND AND SPRAY
WITH
BUSINESS

WHEN business begins to bore you, think of sea gulls and a spring holiday at these amiable beachfront hotels.

The sunny beach is just outside calling you to horse and away for a canter beside the surf. Nearby are tennis courts, and famous fairways where you can knock the dust from your clubs. If you crave leisure, snooze on our lazy Ocean Decks, or take a wheel chair at our door and feel like a tycoon as merrily you roll along by the deep blue sea.

Yet, at Chalfonte-Haddon Hall all the fun isn't found out-of-doors. There are amusing game rooms, health baths, concerts and dances within the hotels. And many guests tell us they wouldn't exchange the peace and repose of their cheerful rooms for all the vaunted attractions of the Boardwalk.

Come down soon and let us show you how welcome springtime and a holiday from your desk can be. Moderate rates. American and European Plans. Special weekly rates.

Leeds and Lippincott Company

**Chalfonte-
Haddon Hall**
ATLANTIC CITY

much only is thought probable: NRA extension legislation will be debated on the floor of the Senate before the Supreme Court renders its opinion on the Schechter poultry case, but the Committee will not have reported the bill until after the case has been heard by the Court. Naturally arguments pro and con will have their weight with the Committee too.

Then there is always the possibility that the bill might never reach the floor at all. But that is not seriously conjectured.

Meanwhile, other measures have yet to feel the drop of a floor chairman's gavel. The cotton processing tax will likely continue on the books. To discontinue it would be to start the erosion process about the base of the entire AAA structure.

An attempt will be made in the Senate to divorce the social security bill passed by the House and to consider two separate proposals for unemployment insurance and old age pensions. But the overwhelming majority by which this measure was passed seems to preclude this. The Senate Finance Committee, having already listened to 24 days of hearings on social security, will bring the matter to the floor after the NRA has been debated for a bit.

Copeland Bill Marks Time

In the Senate Commerce Committee there are two other measures, and one of these is fast becoming a blood brother of a bill before the House Interstate and Foreign Commerce Committee. It is, of course, Senator Copeland's food and drug bill, S. 5, and the Mead bill in the House.

Mr. Mead has introduced two bills in the House. Some months ago it was said in these pages that the first bill, H. R. 3972, was as dead as the dodo. It was, it is. The only addition now seems to be that Mr. Mead's new bill, H. R. 6906, is in the legislative wastebasket with the first.

Which leaves the Copeland bill. And perhaps Congress will leave the Copeland bill, too. The Senate Commerce Committee will not consider the food and drug proposal again until the ship subsidy bill is gotten out of the way. And the Senator will not bring it up on the floor again until he has had a chance to judge the country-wide reaction to the proposal. This reaction, incidentally, and according to the Senator, is "coming in nicely."

This means, according to the Senator, that the bill will not be brought to the floor again before the end of May. That in turn means, according to competent legislative opinion, that the matter will not pass this session.

Naturally Senator Copeland is not in

a position where he can afford to lend himself to this opinion. Besides wanting to believe that the measure has some chance of passage, the Senator, to all appearances, is honest in stating that in his opinion he will be able to get it through.

It is conceded, however, that an expert legislative manipulator, and one much quicker on the draw than the Senator from New York, would be needed to keep the food and drug bill from going overboard, and this in spite of the President's message advocating its passage.

Yet, while all this is happening in Congress, the lights in the President's study show late in the night. Work relief is on its way. The height of spending is expected to be reached by November and to be sustained for the several months of the Winter. But more immediately, Washington expects the Civilian Conservation Corps to be 600,000 strong by the end of June and to have started in on the program of checking soil erosion. Drought, dust, and death must be ended. That is the first cry and the loudest in the most gigantic spending program ever undertaken by any nation at any time.

Joe Day's Way of Building a \$2,000,000,000 Volume

(Continued from page 571)

but I perspired profusely. I was none the worse for the experience!

"People buy undeveloped real estate for three reasons: To have a lot, with the intention of building a home on it; for speculation, or for investment. Of those who buy, few start immediately to build. And yet each new building adds to the value of the whole development. My job has been to provide 'unearned increment' for all the buyers by stimulating building. This has meant, at times, starting some of the building myself. It has also meant organizing the owners of lots in these wide open spaces into an effective community—a taxpayers' association—so that they go as a group to the mayor and get facilities.

"Real estate has had its reverses in the last five years," Day admits, "but it's still the basic business. And selling is still the most important activity. However 'socialistic' or otherwise the Government may become, we'll still move forward by the persuasive efforts of individuals."

The Joseph P. Day organization, in its own building down in Liberty street, is pretty large. There are a lot of people handling the various aspects of it. "But," says Joe Day, "I haven't delegated the driving force!"

SALES MANAGEMENT

Dust Storms "News," But Damage Is Not Great, Says Editor

(Continued from page 580)

cheaper. Land is prepared for seeding with the minimum of work. Only one-half as much seed per acre is used as in the eastern wheat belt. The store of fertility is apparently inexhaustible. Farms run large and farm income equally as large in the good years.

In the region from which the dust came, some damage has been done, but that damage is more spectacular than real. Careful surveys made by officials of the United States Department of Agriculture, in the worst affected areas, do not reveal in excess of 10% permanent damage.

An equal loss of soil in other regions might be fatal. In the high plains country it is hardly material. The top soil there is deep. Most of it runs three feet in depth; some of it 15. Should an amount equal to two or three ordinary farms blow away there would be other good farms left.

The damage in the affected area protrudes itself and detracts from the areas in which neither temporary nor permanent damage has been done.

We know that if the top soil is completely blown away good crops can immediately be grown by plowing up more of the same kind. In certain spots on the high plains, wind erosion was sufficient in the Spring of 1933 to blow away the soil to the depth cultivated. This land was put to wheat that Fall. It actually produced better crops than similar land which had not suffered from wind erosion.

The drifted sand and silt in parts of the Panhandle create an illusion of desolation which easily can be misleading. The pile of soil at the edge of a field attracts the casual visitor's eye. But if spread over the field from which it blew it would not represent more than 2% of the good soil from that field. Water erosion in other parts of the United States has exacted a far heavier toll. While water carries its soil to the sea where it is forgotten, the wind leaves its soil on the edge of a field where we see and remember.

Vacant buildings also protrude themselves. A hasty survey might accept these as evidence of families which fled the dust. But that is not so. Farm buildings in the high plains country have been vacated for the past 15 years for quite another reason. They were vacated because of prosperous, and not adverse, conditions.

Consider the case of Cimarron County, Oklahoma. In 1910 there were, by census count, 1,307 farms in that coun-

ty. But by 1930 the figure stood at only 887. This decrease of one-third took place during productive years.

By means of the tractor, and later the combine, one farmer found it easy to run one to three-quarters of land in addition to his homestead. The more aggressive farmer bought or rented adjoining land.

Buildings on these rented and purchased farms were thus left vacant. One-third of all farms were so vacated in Cimarron county in the period from 1910 to 1930 to make way for a more efficient agriculture.

The human resources on the high plains, the greatest asset of any country, are intact. You will not find there a breed of quitters. The pioneer spirit

is dominant. The people are close to the land, believe in it. They will stay.

Nor has the dust and wind produced the relief roll which one might suspect. The official record showed a relief load during March in Cimarron County of 28%. In the adjoining county it ran 21.5%. In comparison, the relief load for the State of Illinois was 18% and that for Ohio 17%.

But—of no mean importance—most of the farmers in that region are demanding loans rather than direct relief. "We don't want charity," they say. "Lend us the money to buy food and feed. We'll stay here and when it rains we'll pay back what we owe."

You cannot defeat a country inhabited by folk of that kind.



Hot Rivets Drive Faster

Advertising pounding on cold or only casually interested readers may make a noise but it can't show much speed. Mill & Factory alert editorial leadership keeps reader interest "hot" . . . so the power of advertising gets results. Try it!

MILL & FACTORY

A CONOVER-MAST PUBLICATION

205 E. 42nd St., New York City . . . 333 N. Michigan Ave., Chicago

(B-3108)

MAY 1, 1935

[605]



The Hotel Montclair, located in the heart of the fashionable Park Avenue area . . . is just a step from Rockefeller Center . . . and the entire Grand Central Zone, modern business center of New York. 800 sunny, outside rooms. Every room with bath, shower and radio.

Adjacent to Grand Central Terminal and B. & O. Bus Terminal . . . only a few minutes from Pennsylvania Station.

SINGLE ROOMS
From \$2.50 to
\$5.00 per day.

DOUBLE ROOMS
From \$3.50 to
\$6.00 per day.

Two Floors of Banquet and Meeting Facilities, Ideal for Small Conventions

HOTEL MONTCLAIR

Lexington Ave., 49th to 50th Sts., N. Y. C.

1400 ROOMS
with BATH, RADIO
\$2.50
from *single*
AND \$3.50 DOUBLE

Whether you come to New York for business or pleasure, you'll find the Lincoln, one of Gotham's largest and newest hotels, offers you superior accommodations for your hotel dollar in New York.

• One block to Times Square...
3 blocks to 5th Avenue...8 minutes to Wall Street...69 theatres within 6 blocks.

• 32 stories of sunshine...three fine restaurants to choose from
NEW YORK'S 4 STAR HOTEL

★ ★ ★ ★

Hotel
LINCOLN
44th to 45th Sts. at 8th Avenue
NEW YORK

How to Turn Buyers' Objections Into Orders

(Continued from page 597)

an invitation for the other man to think up something further to say in support of his contention. Keep right on and swing immediately into the course of your story. By doing this, you will tend to carry the other man's mind away from his objections and on to the additional reasons you are advancing for the adoption of your viewpoint.

"But I'm satisfied with my present arrangements," protests an objector.

"And you have reason to be," replies the man who is proposing something new. "You have indeed done well. Think what the same knowledge and ability will accomplish under this new arrangement. It is just another step in the direction you have been taking with such satisfactory results. In the first place . . ." And he's off on his proposition again, driving towards his objective.

Some Simple, Workable Rules

Probably the objection which arises most frequently in business is the objection of price. The same general principles apply here as in all other objections, but for the sake of clarity, let us reword the steps to take in terms of salesmanship. We find these seven:

1. Keep the question from arising, if possible. This may often be done by doing a convincing selling job.
2. Put off giving the answer until you are ready for it. Usually you can do this by saying, "I'm coming to that in just a minute." As a rule, you will first want to build up a desire in the other man's mind, so that when the price is stated it will be seen to be natural and reasonable.
3. Handle the objections so as to bring the sale nearer to a conclusion. "All you will pay me is two cents a dozen royalty on your production, while your increased profit after paying that royalty, will be eight cents," says the inventor to the manufacturer.
4. State the price with confidence; don't hesitate and don't state it in such a way that the other man will get the impression that you yourself think it too high.
5. Follow the announcement of the price immediately with remarks that emphasize the value of your article or your proposition.
6. Answer the question specifically. The other man wants exact information. He will suspect that there is something about which even you are skeptical, if you are not clear and exact.
7. Having answered his price objection, swing right back into your story with a presentation of facts which should far outweigh the cost item.

All these principles and rules, however, are predicated on the understanding that the proposal you are advocating is sound, and that you are thoroughly sincere in proposing it. If you are

"trying to put something over" on the other man, every objection he raises is likely to be, as it should be, a very formidable stumbling block. But if what you are advocating is really to the other man's interest, then you need not fear objections.

Prepare for them in advance by assembling all the facts, make your presentation an orderly one, and then handle each objection skillfully according to the rules suggested. Do these things and you will find that objections can actually be a help, not a hindrance, in getting along with people and influencing them.

Cleveland Laundries Hit Back at Home Washers

(Continued from page 587)

ly held in the early morning, before the men went out, or in the early evening, after their day's work was done.

The routemen were kept thinking about the campaign during off hours through a series of "Damp-Wash" bulletins. These were sent regularly to the home of every routeman of each plant participating in the campaign. They served as a reminder and a follow-up of the previous sales meeting.

Each routeman was furnished with a homewashing cost folder which he flashed on housewives who said, "it is cheaper to wash at home." The folder broke down the cost of doing the washing at home by itemizing the cost of soap, starch, gas, electricity, water, etc., but left out the cost of owning home washing equipment. They believed that such items as depreciation, repairs and interest on the investment were items about which the average woman knew nothing and cared less.

Nearly all of the participating Cleveland owners put up cash weekly prizes, averaging one prize for every five routemen employed.

The newspaper advertising was supplemented by special posters carried on the sides of over 200 laundry trucks and by handbills, doorknob hangers, and direct mail.

To prevent a few aggressive companies from "stealing" the campaign, it was agreed that the participating plants, during the period of the campaign, could continue their individual advertising in the newspapers on any other service or services *except* damp wash. At no time during the campaign was a plant allowed to advertise damp wash service in the newspapers or through any other medium except distribution by each plant's own employees. A number of the plants had signboards on their own grounds which were used to push the campaign.



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office, please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT Readers' Service Bureau, 420 Lexington Avenue, New York, N. Y.

Surveys for which a charge is made are so indicated. Requests for these, accompanied by the purchase price, should be mailed direct to the publishers.

What's 50,000 Watts to Public? See "More Power to You"

On March 4, 1935, WOR, leading independent station of the New York metropolitan area, switched its programs over to a new 50,000 watt transmitter. Just what a 50,000 watt transmitter means to the public, the broadcast advertisers, and the station itself, is now pointed out in a handsome, spiral bound brochure, "More Power to You!" By means of an antenna that directs this power in an hour-glass shaped area extending along the coast, WOR's primary area now includes the Philadelphia and New York markets. Not only does the greater power increase the markets covered, but it sends out the complete range of musical tones—a quality which is termed high-fidelity broadcasting. Since the finest receiving sets cannot pick up tones that are not broadcast, this new value in WOR programs is one that means much to listeners and broadcasters alike.

The book is illustrated with some distinguished photographs, showing the ultra-modern equipment used. Send for your copy to T. Wylie Kinney, WOR, 1440 Broadway, New York City.

Does Your Advertising Reach the Wealthiest Consumers?

With so much advertising attention directed to the mass markets, the question of the wealthy consumers of advertised products is apt to be shunted to one side. In an imposing booklet, "Do the Very Wealthy Read Advertisements?" *Country Life* answers the question by referring specifically to a number of private estates and their owners, showing the number and type of such items as garages, greenhouses, stock, automobiles, etc., which each estate possesses. Combined with this evidence of the existence of this quality market are cited the testimonials of a number of advertisers who have determined for themselves the responsiveness of *Country Life* readers. If your product is one appealing to this group, by all means get a copy of the booklet. Address Henry L. Jones, advertising director, *Country Life*, 444 Madison Avenue, New York City.

Is Advertising Too Costly?

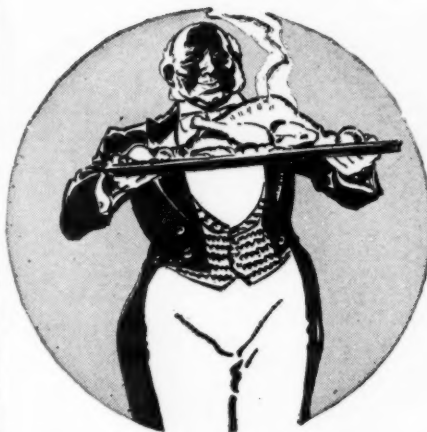
Recommended: "Advertising, a Vital Tool in Business," by Roy S. Durstine. It is a sound and, what's more, interesting answer to those all-too-frequently sincere lay critics who know nothing of the cost of keeping salesmen on the road, of paying freight and other transportation charges, of jobbers' discounts, of overhead and financing costs—

but who have a pretty good idea of the cost of a full page in a magazine, or the time value of an Eddie Cantor. Interesting to this writer was the information that last winter in an eastern city, while wheat was being burned in the fields of mid-western states, coffee in Brazil, sugar in Cuba, the local director of relief found it less expensive to purchase branded merchandise in the local market than to try to secure and utilize quantities of this wasted food material. Target for criticism because of its very virtue of calling attention to itself, advertising has an excellent advocate in this booklet, available upon request to Roy S. Durstine, Batten, Barton, Durstine & Osborn, 383 Madison Avenue, New York City.

How to Operate Sales Contests

If your organization has used sales contests in any form, has it been your experience that a sales increase of at least 20% may be counted upon as the result? If you have not used contests, for one reason or another, would sales increase of 20% or more be a sufficient reason for investigating the possibilities of some form of contest? In either case, a small but informative booklet recently published by Sales Contests, Inc., offers a great many constructive suggestions—what to do and, equally important, what not to do—in the operation of contests. Seven methods of awarding prizes are enumerated.

Evidence is given of the reaction of salesmen in all types of work and territories to contests, based on a questionnaire sent to salesmen in 94 cities. An overwhelming endorsement of prize contests from the salesman's point of view resulted. The booklet is available to sales executives, from Sales Contests, Inc., Custer Bldg., Dayton, Ohio. Write for "Information on Sales Contest Operation."



The Warmth Of Our Welcome is unbounded—old-fashioned, home-like hospitality—delightfully furnished sunny outside rooms, each with bath. Plus the convenience—every worthwhile activity in New York at your door—the shops and department stores, the theatres and great movie palaces; near the subways, railroads and ferries—a bus terminal in the building. Daily rates: Single \$2.50-\$4; Double \$3.50-\$5.

OUR RESTAURANT

is justly popular for its meals prepared in true Southern style by women cooks. Breakfast 25c, Luncheon from 50c-65c, Dinner 85c-\$1.25.

HOTEL DIXIE

42nd-43rd STS., JUST WEST OF B'WAY
NEW YORK

Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display.
Cash Basis Only. Remittance Must Accompany Order.

ADVERTISING COUNSELORS

"GOOD ADVERTISING COPY"

MY BOOKLET EXPLAINS THE RIGHT SORT of copy—how and why it benefits readers and advertisers. 25 cents. "How to Select an Advertising Agency," \$3.00. "The Advertising Manager's Job," 50 cents. "Encouragement for Discouraged Advertisers," \$3.00. SETH BROWN, 121 W. 225th St., New York, N. Y.

EXECUTIVES WANTED

FROM COAST TO COAST

ON ACCOUNT of the past declining business period, many professional men with excellent records, are not working at their proper vocations. At this time of improvement, they should attempt to return to their proper places. Confidence guaranteed. Refund provided for. A moderate retaining fee may be paid to finance campaign. Send name and address to R. H. Bar and Company, 424 Book Building, Detroit, Michigan.

TERRITORIAL MANAGERS

OF THE \$10,000 TO \$25,000 A YEAR CALIBRE, with successful experience in employing and supervising large groups of men selling either tangibles or intangibles on installments and who are

not broke. Liberal exclusive franchises available for various territories from coast to coast. The majority of both men and women are logical prospects for the service offered by this substantial established company. Write, in detail, President, Suite 1903, 52 Vanderbilt Avenue, New York, N. Y.

SALARIED POSITIONS \$2,500 to \$26,000. This thoroughly organized advertising service of 25 years' recognized standing and reputation carries on preliminary negotiations for positions of the caliber indicated, through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance the moderate cost of his own campaign. Retaining fee protected by a refund provision as stipulated in our agreement. Identity is covered and, if employed, present position protected. If you have actually earned over \$2,500, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N. Y.

POSITION WANTED

Being NEITHER YOUNG NOR BEAUTIFUL, I concentrate on being useful (vide Ben Franklin). Have been a trade paper editor for years, and now a free lance in search of work. Can write forceful and lucid English. Will prepare folders, booklets, catalogs, sales literature, at modest prices. Am competent and dependable. Can cover all details. Inquiries imply no obligation whatever. Frank W. Kirk, Room 1632, 333 N. Michigan Ave., Chicago. Phone: State 1266.

TORONTO
MONTREAL
WINNIPEG
LONDON, Eng.

GIBBONS KNOWS CANADA

REGINA
CALGARY
EDMONTON
VANCOUVER

C o m m e n t

IN THE BEST NEW YORK MANNER: In the good old days it was part of the American credo that waves of prosperity started in New York and then spread through the country. New York, so the legend went, was filled with bold, far-seeing men who wisely guided the economic destinies of the nation. The impossible, to them, was merely something which took a little longer to execute than routine things. . . . Today no executive who has aspirations of material progress looks to New York for leadership. New Yorkers, speaking broadly, have a myopic vision and cannot see beyond the Hudson. Conditions have been improving consistently in broad reaches of the country—the South, the Middle West, the Southwest, the Pacific Coast, even in New York itself—but the typical New York business men and financiers continue to nurse their pipe dreams. Are profits as high as in 1927-29? No! Well then, the country is in a precarious state. Moscow is running Washington; we are being regimented; free speech has disappeared; the best to hope for is that in the future we will all be "respectably poor." . . . Business men who come to New York from Atlanta or Dallas or Detroit or San Francisco express amazement at the New York attitude. Business is better in their sections, and one reason for it is that they have helped to make it better. They don't sit back and wait, to the extent that New Yorkers do, to have the Administration and Congress heal the wounds inflicted during the depression, nor do they lose as much sleep over pondering about possible wounds which might conceivably be inflicted on them by the Administration or Congress. . . . To the New Yorker, those business men beyond the Hudson seem to be frightfully naive folks. Apparently they aren't intelligent enough to be afraid. They seem to have forgotten how good things were in 1929. Like Old Man River, they don't know nothin', they just keep rollin' along—pouring millions into new factories, raising wages, employing more workers, upping their advertising appropriations. . . . When New Yorkers think about it they do feel mighty sorry for the dumb guys of the hinterland who don't seem to know or care where the country is headed. If they want to play the game under all the new and confusing rules, let them go ahead, but the New Yorker wants none of it. In the meantime he'll sit tight. He'll *keep* his money. He won't fritter it away on advertising or sales promotion—no, not until the Government *guarantees* that he will secure a 1929-standard profit. Those dumb guys beyond the Hudson! . . . So runs the conversation one overhears nowadays in the smoking compartments of slow-moving and fast-moving Pullmans. Of course, it doesn't give a true picture of *all* New Yorkers or of *all* non-New Yorkers. But it does describe pretty accurately the way a large part of the American people are talking and thinking at this particular time. And the very fact that

so many people do think in this manner (regardless of whether they be right or wrong) suggests that even those with the most rabid anti-Administration sentiments, whether located in or outside of New York, may find it profitable to put on a bolder front—and one replete with greater tangible evidence of confidence, at least insofar as sales efforts are concerned.

HAVE YOU PLANNED A SUMMER CAMPAIGN? In this issue appears a story about Jenkins Bros., makers of valves, in which the advertising manager tells how this company capitalized upon the slack period during the Summer of 1933 by spending \$60,000 on a catalog and promoting it intensively through three months of business paper advertising. They felt that, even though industrial plants were relatively inactive, they would thus earn a big jump on competition by the time the after-Labor Day pickup began in the Fall. Increased sales showed that they were right. While competition was waiting, marking time, Jenkins got new business and paved the way for a 25% sales increase in 1934. In August of that year sales ran 40% higher than in the same month of 1929, the peak year. . . . About this time of the year we hear far too many sales managers saying, "Business has been good—much better than we thought it would be for the first four months; but of course we're going to ease off on field work and advertising pretty soon for the Summer." Seldom do we hear, instead, a statement that runs anything like this: "Business has been good. We're going to do everything we can to maintain sales during the Summer because we want this to be a really good year. We've decided on a program of three definite things we are going to accomplish during June, July and August . . . and here's how we're getting ready to do them . . ." . . . Time and time again, aggressive firms have demonstrated that periods when competition is relaxing are the times when many important sales tasks can be accomplished—periods when necessary missionary work can be done profitably—periods when unbelievably fine sales records can be made, *provided* that there is a plan and a fearless will-to-do, instead of lack of aim and lethargy. Have you laid out your sales task for the summer? Do you know how you are going to accomplish it? Have you sold your board of directors on necessary expenditures? Have you made some provision to reward the salesmen for extra effort expended during this time? . . . Or, are you, too, easing off to waste three good months which, if utilized intelligently, might improve your competitive position at least 50% by October?

Ray Bill